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Budget for the United Nations Support Office for the African Union Mission in Somalia for the period from 1 July 2013 to 30 June 2014

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Support Office for the African Union Mission in Somalia (UNSOA) for the period from 1 July 2013 to 30 June 2014, which amounts to $448,439,200.

The military gains achieved by Transitional Federal Government security forces and the African Union Mission in Somalia (AMISOM) across south central Somalia and the political developments that ended the transition will have a significant impact on AMISOM operations. UNSOA will deploy more staff to Mogadishu and expand the Mogadishu Logistics Base to allow better coordination and implementation of an increasingly complex support package to AMISOM. UNSOA will consolidate the sector logistic hubs in south central Somalia and construct additional battalion camps for AMISOM troops.

For the 2013/14 period, the overall proposed resources for UNSOA amount to $448,439,200, representing an increase of $11.5 million, or 2.6 per cent, from the 2012/13 apportionment of $436,905,000. Cost estimates for uniformed personnel are lower than the 2012/13 apportionment by $5.4 million, attributable mainly to the reduced requirements for deployment of contingent-owned equipment as all AMISOM contingent-owned equipment is expected to be deployed by 30 June 2013. Cost estimates for civilian personnel and operational costs exceed the 2012/13 apportionment by $2.9 million and $14.0 million, respectively. The increased requirements under civilian personnel are attributable mainly to the additional 26 staff proposed for the 2013/14 period. The increased requirements under operational costs are attributable mainly to projected higher requirements under facilities and infrastructure relating to camp management services in Mogadishu to support uniformed and civilian personnel, as well as under air operations relating to the provisions for equipment and supplies in support of the AMISOM air component in Somalia, and higher rental and operation costs for helicopters.

The budget provides for the deployment of 241 international staff, and 160 national staff in support of an authorized strength of 17,191 AMISOM military contingent personnel, 260 AMISOM police officers, and 280 AMISOM formed police personnel.

The total resource requirements for UNSOA for the financial period from 1 July 2013 to 30 June 2014 have been linked to the UNSOA objective through a number of results-based-budgeting frameworks, organized through the support component. The human resources of UNSOA regarding the number of personnel have been attributed to the support component.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the support entity.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditures (2011/12)*	*Apportionment (2012/13)*	*Cost estimates (2013/14)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	58 374.5	104 224.7	98 850.5	(5 374.2)	(5.2)
Civilian personnel	32 347.5	42 044.0	44 966.1	2 922.1	7.0
Operational costs	197 035.4	290 636.3	304 622.6	13 986.3	4.8
Gross requirements	**287 757.4**	**436 905.0**	**448 439.2**	**11 534.2**	**2.6**
Staff assessment income	3 294.2	3 350.8	3 798.2	447.4	13.4
Net requirements	**284 463.2**	**433 554.2**	**444 641.0**	**11 086.8**	**2.6**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**287 757.4**	**436 905.0**	**448 439.2**	**11 534.2**	**2.6**

Human resources[a]

	Military contingents	*AMISOM police*	*AMISOM formed police units*	*International staff*	*National staff*	*Temporary positions*[c]	*Total*
Military							
Approved 2012/13	17 181	270	280	–	–	–	17 731
Proposed 2013/14	17 191	260	280	–	–	–	17 731
Net change	**10**	**(10)**	**–**	**–**	**–**	**–**	**–**
Component							
Provision of logistical support (United Nations Support Office for AMISOM)							
Approved 2012/13	–	–	–	223	152	–	375
Proposed 2013/14	–	–	–	235	157	1	393
Net change	**–**	**–**	**–**	**12**	**5**	**1**	**18**
Regional Service Centre, Entebbe							
Approved 2012/13	–	–	–	–	–	–	–
Proposed 2013/14	–	–	–	5	3	–	8
Net change	**–**	**–**	**–**	**5**	**3**	**–**	**8**
Total							
Approved 2012/13	–	–	–	223	152	–	375
Proposed 2013/14	–	–	–	240	160	1	401
Net change	**–**	**–**	**–**	**17**	**8**	**1**	**26**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance.

The action to be taken by the General Assembly is set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate for the United Nations Support Office for the African Union Mission in Somalia (UNSOA) was established by the Security Council in its resolution 1863 (2009). The most recent extension of the mandate was authorized by the Council in its resolution 2073 (2012), by which the Council extended the mandate until 7 March 2013.

2. UNSOA is mandated to help the Security Council achieve an overall objective, namely, to continue to provide a logistical support package for the African Union Mission in Somalia (AMISOM), called for by the Council in resolution 1863 (2009) and expanded in resolutions 2010 (2011), 2036 (2012) and 2073 (2012).

3. Within this overall objective, UNSOA will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The frameworks are organized under the support component, which are derived from its mandate.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of UNSOA and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNSOA in terms of the number of personnel have been attributed to the support component. Variances in the number of personnel, compared to the 2012/13 budget, have been explained under the support component.

B. Planning assumptions and mission support initiatives

5. UNSOA has continued to implement its mandate to provide a logistical support package for AMISOM, including enhancing its logistical capability and enabling it to function more effectively in Mogadishu and other locations in south central Somalia.

6. The military gains achieved by Transitional Federal Government security forces and AMISOM across south central Somalia (including the liberation of Kismaayo, Baidoa and Belet Weyne), and the political developments that ended the transition will have significant impacts on AMISOM operations. Somalia's eight-year transition ended on 10 September 2012. The adoption of a new Provisional Constitution, formation of a new Parliament and selection of a new President triggered a new "interim period" (2012-2016), and opened a new phase of stabilization and peacebuilding. Based on these developments, it is expected that AMISOM will consolidate and expand its presence in south central Somalia, which will result in three phases of UNSOA support. Phase I, currently ongoing and expected to end by the end of March 2013 with the opening of the main supply routes to sectors 3 and 4, involves enhanced tactical support and resupply with AMISOM performing the majority of support activities in the sectors. In the same period, UNSOA will permanently deploy more staff to Mogadishu to allow better coordination and implementation of the increasingly complex support issues with the expanded AMISOM Force headquarters and to significantly expand the Mogadishu Logistics Base in Mogadishu. Phase II is intended to be completed by mid-2013 and will be characterized by UNSOA building up the new sector logistic

hubs with United Nations staff and commercial contractors deploying and operating locally. New contracts for a range of services will be established to support AMISOM. In phase III, post-July 2013, UNSOA will consolidate the sector hubs with additional battalion and company locations in a "hub-and-spoke" system. AMISOM will require more permanent battalion accommodation in the sector headquarters locations in Baidoa, Belet Weyne and Kismaayo as its operations potentially become more static as AMISOM and the Federal Government of Somalia contain and reduce the operational effectiveness of anti-Government elements.

7. UNSOA will continue its construction programme, which will include additional permanent infrastructure at critical operational locations. Permanent prefabricated facilities such as offices, warehousing, workshops, hardstands, and more perimeter security and access will complement the AMISOM tactical posture across south central Somalia. The more stable environment will allow UNSOA to provide key support services to battalion and company locations in the sectors. By installing reefers, warehouses, fuel points, and water production, storage, distribution facilities at the headquarters locations, AMISOM will experience a significant enhancement to the quality of life of its personnel, and a lower level of vehicle repairs and risk of attack. It will also allow UNSOA to enhance its environmental posture.

8. UNSOA will expand its major support base in Mogadishu as well as at the three sector logistic hubs in Kismaayo, Baidoa and Belet Weyne to ensure timely support to AMISOM. The UNSOA infrastructure footprint in Mombasa will nevertheless remain unchanged in 2013/14 owing to the requirement to support sector 2 via road from Kenya, and to maintain capacity in a low-risk environment as a fall-back option in case of sudden changes in the operating environment in Somalia. The staffing of the support base in Mombasa will reduce, with the migration of international staff to the forward base currently being established in Mogadishu. The overall strategy of leveraging the commercial market for provision of services will continue and UNSOA will rely on commercial third-party vendors to provide most services in-theatre. Administrative and technical services support to UNPOS in Nairobi, Mogadishu, Garowe and Hargeysa will continue in tandem with the support to AMISOM.

9. The construction programme for camps will follow the planned deployment of AMISOM personnel across south central Somalia and has been formulated on the basis of what is achievable during the period. UNSOA envisions completing the first phase of accommodation for 2,550 personnel (equivalent to three battalion camps) at various locations and with different configurations depending on the AMISOM concept of operations in 2013/14. To the extent possible, the camps will be built following global-field-support-strategy modularization standards to include: security perimeter and access control; hard-walled accommodation, offices, and medical facilities; ablutions; permanent water supply, storage, and distribution systems; permanent power and distribution points, waste management facilities, permanent fuel points, and warehousing. The remainder of the camps will remain tactical with temporary perimeter security measures (strong points, jersey barriers, limited Hesco Bastian, and concertina wire); tents used for accommodation, office and medical facilities, latrines, portable generators, fuel and water bladders, and sea containers for storage. UNSOA will provide additional warehousing and workshops at some of the permanent battalion camp locations to allow storage of reserve materials forward of the hubs, permitting immediate emergency resupply for units in the

subsector. Contracted engineering plant operations services will be engaged to work in each of the sectors to include route repairs. UNSOA will also provide facilities management services at all permanent camps to ensure the permanent installations are maintained and repaired and remain operationally effective for their scheduled life cycle. With regard to major construction projects with values greater than $1 million, the 2013/14 budget includes the following projects: (a) the first phase of the construction of three battalion size camps for sectors 1 through 4, with an estimated value of $15.3 million; (b) construction of three sector hubs for sectors 2 through 4, estimated value of $3.6 million; and (c) operation of a fleet of heavy plant and equipment through third-party operators with an estimated value at $2.1 million based on a current contract for similar services.

10. UNSOA will need to replace worn-out AMISOM donor-provided and United Nations-owned transport equipment; sourcing from peacekeeping missions with surplus stocks and requesting additional donor funding. The transport services will continue to include timely spare parts delivery for AMISOM equipment, and United Nations-owned equipment (including specialist equipment such as boats and material handling equipment) through long-term contracts. There is a requirement to increase spare parts volumes, as AMISOM equipment is often old and subject to harsh environmental and operational conditions. Contracted maintenance services consisting of repair, warehousing and spare parts management will continue at each sector hub.

11. Medical services support remains a priority in the difficult security situation. There will be level II medical facilities in sectors 1, 2 and 3; and a level I+ in sector 4. Each battalion is expected to be deployed with an organic level I capability fully manned and capable of operating two forward medical teams. UNSOA will replace equipment procured in earlier periods as required, and supply drugs and consumables for 17,731 uniformed personnel. The existing commercial air medical evacuation services (both fixed and rotary wing) will continue to be operated, assisted by military rotary wing assets across Somalia for evacuation to sector hubs and back to Nairobi. UNSOA will provide level III and IV services in Kenya and South Africa. The United Nations commercial medical emergency services based at Mogadishu International Airport will continue to provide medical services to United Nations staff, support AMISOM capacity-building and assist AMISOM to manage mass casualties resulting from military operations.

12. UNSOA communications and information technology support will focus on sustaining AMISOM strategic and combat networks in Mogadishu (TETRA based), across the sectors (high frequency and very high frequency-based) as well as from the sectors to the Force headquarters in Mogadishu, and to UNSOA headquarters in Nairobi.

13. The turnkey contract for provision of rations will commence in 2012/13 and ensure delivery of food to battalion locations in and around Mogadishu. A new contract is being processed to allow rations delivery to battalion level across south central Somalia. In addition, UNSOA will provide, maintain, repair and replace United Nations-owned catering equipment ensuring that charcoal is not consumed. The existing contract for fuel will be used to establish an additional four fuel-distribution points to ensure that each sector has adequate points to sustain operations. UNSOA aims to provide a consistent supply of tents, jerricans and other essential items to the full force with replacements occurring in accordance with an

agreed schedule. Catering services for AMISOM civilians, police officers, Staff Officers as well as United Nations staff at the United Nations Political Office for Somalia (UNPOS) and UNSOA compound will continue.

14. UNSOA intends to secure fixed- and rotary-wing air services for operations within Somalia through long-term charter based in Mogadishu, and commercial standby and on-call arrangements for international services to Somalia. Strategic movements, such as rotating and deploying uniformed personnel, will be conducted through the coordination of the Transportation and Movement Integrated Control Centre services using regional air transportation resources.

15. Cargo movement by air, sea and ground will be conducted mainly through commercial operations across the AMISOM area of operations to sector hubs; with the option to deliver by air and road to battalion locations as well. The main modes of cargo movement will remain sea and road. Sectors 1, 3 and 4 will be serviced through the port of Mogadishu and onward via road. Sector 2 will be serviced both through the port of Kismaayo and via road through Kenya. UNSOA plans to operate on average two vessels per month from Mombasa to Mogadishu and Kismaayo. AMISOM enabling capacity will supplement the commercial services where possible and when required. A mixture of AMISOM-provided staff and commercial contractors will provide specialized services such as terminal services and check-in.

16. The 2013/14 budget will incorporate an improvised explosive device mitigation capacity to support mobility operations, including a basic capability for route threat reduction for convoy movement. As UNSOA shifts from air supply to road movement for resupply and operations, a route verification capacity has been added, and the mine action component has been reconfigured, to better respond to improvised explosive device attacks on convoys in all four sectors. UNMAS will provide technical expertise to enable the construction and management of ammunition and weapons storage facilities to enhance security and improve stockpile management. International technical support will be reorganized in 2013/14 to include sector 4. Explosive management support to AMISOM will be provided from within Somalia, with a minimal capacity in Nairobi for liaison and procurement purposes.

17. The 2012/13 budget did not include provision for any UNSOA staff deploying to the new sectors in the light of the security considerations. The expanded support requirement in south central Somalia in 2013/14 will require UNSOA to deploy more human resources to sectors 2, 3 and 4, with the establishment of minimum operating security standards- and minimum operating residential security standards-compliant accommodation in 2012/13.

18. AMISOM continues to operate in a security environment in which only basic United Nations support, such as rations, fuel, water and defensive stores, can be provided in certain instances. The prevailing situation in the newly created sectors limits the ability of United Nations staff to be active in-theatre and for UNSOA to provide its support using standard United Nations processes and procedures, which require direct United Nations oversight of activities. UNSOA will continue to expand, build on its experience, and provide support to troops deployed under such circumstances. Remote management, leveraging and training contingent enablers and utilizing contracted service providers (both commercial companies and individual contractors and consultants) remain a necessity in order to implement the mandate.

19. The posture of UNSOA will change, with more civilian personnel at all levels deploying to Somalia. This will enable AMISOM Force headquarters and UNSOA to conduct complex planning and coordination and implement cost-effective and efficient support solutions operating in Somalia as compared to Kenya.

20. UNSOA will be structured around a Nairobi headquarters that focuses on policy, financial management, strategic planning and administrative functions; a Mombasa Support Base; and operations in Somalia that manage activities relating to implementation and tactical areas of the operation.

21. The Somalia operations will be strengthened with more staff and functions, and realigned reporting lines that will place the emphasis on effective delivery in-theatre. In addition, UNSOA plans to develop Mogadishu as its main logistics base, which requires moving staff resources from Mombasa to Mogadishu.

22. The Mombasa Support Base will continue to provide rear warehousing, training and information and communications technology hub services; and UNSOA will transfer functions and staff to the Regional Service Centre in Entebbe.

23. In summary, the staff presence in Mogadishu will increase with corresponding drawdown in Nairobi and Mombasa. Deploying more staff to Somalia will impact the costs associated with civilian personnel owing to hardship, mobility and danger pay entitlements.

24. For the 2013/14 period, the UNSOA civilian staffing level is proposed to increase by 26 posts and positions, including (a) the establishment of 20 new posts owing to the transfer of functions that are under the budget of UNPOS, in order to bring functions in safety and security, engineering, and communications and information technology under a single command. The corresponding reduction of staffing requirements in UNPOS was endorsed by the General Assembly in its resolution 67/246; (b) the establishment of eight new posts in the Safety and Security Section for close protection of the Special Representative of the Secretary-General of UNPOS; (c) the abolishment of one D-1 post as a result of restructuring within UNSOA; (d) the abolishment of two posts as a result of efficiency from the services provided by the Regional Service Centre in Entebbe, Uganda; and (e) the establishment of one general temporary assistance position in UNSOA for Umoja and IPSAS responsibilities. Eight posts are proposed to be transferred from UNSOA to the Regional Service Centre in Entebbe.

25. UNSOA will maintain its strategy of light footprint in-theatre. Nevertheless, there is a requirement to deploy more staff to Mogadishu to ensure more sustained engagement, coherent planning and effective execution with AMISOM Force headquarters.

26. UNSOA will continue to engage in a variety of partnerships with AMISOM and contractors where each provides resources to ensure mandated requirements are met. These partnerships allow UNSOA to operate more effectively in an unstable security environment, reduce United Nations staff requirements, provide AMISOM with ownership of its support operations, and support AMISOM capacity-building.

27. In 2013/14, UNSOA will continue shifting warehousing and distribution functions to Mogadishu and the sector hubs. The forward storage of the majority of assets in Somalia will reduce overall delivery and storage costs. UNSOA will review

the possibility of reducing the frequency of vessels moving between Mombasa and Mogadishu.

28. The reduction of the Mombasa Support Base footprint will allow for a reduction of UNSOA staff numbers involved in supply-chain management and execution in Kenya.

29. UNSOA has made progress in launching its environmental programme, which is based on an assessment made by the United Nations Environment Programme in 2010. Waste collection facilities in Mogadishu were constructed and completed in 2012 and citywide waste collection is scheduled to commence in early 2013; waste separation and processing (shredding, storing, reusing, incinerating) facilities were completed at location at the end of 2012 and are due for commencement of operations early in 2013. One ash landfill facility was constructed in Mogadishu and will commence operation by UNSOA contractors from early in 2013. All AMISOM and UNSOA wastewater is treated by conventional septic systems or sophisticated wastewater treatment plants, with no effluent being released into the environment untreated at any permanent camp location. UNSOA is currently looking at options of installing environmentally friendly power generation systems (photovoltaic, wind) at permanent camp locations to reduce fossil fuel consumption and its carbon footprint.

C. Regional mission cooperation

30. UNSOA will continue to provide administrative support to UNPOS in the areas of administrative services, technical services and budget management. UNSOA intends to increase its level of cooperation and engagement with the United Nations Office to the African Union, including through fortnightly video teleconferencing, together with the African Union, to coordinate support operations for AMISOM at a strategic level.

31. By its resolution 64/269, the General Assembly approved the establishment of a regional service centre at the logistics hub at Entebbe in order to consolidate administrative and support functions from geographically grouped field missions into a stand-alone regional centre, as proposed by the Secretary-General in his report on the Global Field Support Strategy (A/64/633). Four initial projects were identified for transfer of functions and related resources to the Regional Service Centre, Entebbe in 2011/12 (check-in and check-out of field personnel, processing of education grants, operation of a regional Training and Conference Centre, and the operation of the Transportation and Movement Integrated Control Centre), with additional finance functions (aspects of field-based payroll, payments, cashier and accounts) and human resources functions (international recruitment, post management and time and attendance) and related resources identified for transfer in 2012/13. The finance and human resources functions are proposed to be strengthened at the Regional Service Centre, Entebbe during 2013/14 in order to align the shared service operation of the Centre to the Umoja model and to the implementation of Inspira, as part of an increased delegation of authority to missions.

32. In accordance with resolution 64/269, the results-based-budgeting frameworks for the regional service centre, as well as the UNSOA share for the post and non-post resource requirements of the Regional Service Centre, Entebbe for 2013/14

are reflected in the present budget proposal. Eight posts, including five posts from the Finance Section, two posts from the Human Resources Section, and one post from the Communication and Information Technology Service, are proposed to be redeployed from UNSOA to the Regional Service Centre, Entebbe, details of which are reflected in section I.E of the present report. The UNSOA share of the costs for the Regional Service Centre, Entebbe ($1,943,300) are presented in section II.G of the present report.

D. Partnerships and country team coordination

33. In 2012, AMISOM and UNSOA held a joint retreat to develop recommendations for the effective implementation of Security Council resolution 2036 (2012). A lessons-learned workshop was also convened for AMISOM, UNSOA and troop-contributing countries to discuss experiences from the last three years, particularly in respect to the delivery of the logistical support package to AMISOM. Subsequently, the AMISOM-UNSOA Senior Mission Leadership Coordination and Planning Team was established, headed by the AMISOM Special Representative and UNSOA Director, and has met on a monthly basis to provide strategic-level decisions and guidance. The UNSOA Director also holds regular meetings with the leadership of troop-contributing countries and the African Union Commission, and participates in meetings between the African Union and Chiefs of Defence Forces from troop-contributing countries and the Military Operations Coordination Committee, as well as meetings of the African Union Peace and Security Council.

34. UNSOA continues with its regular outreach meetings with bilateral partners of AMISOM to ensure proper coordination of delivery of the support package. These meetings are held both in Nairobi and on the sidelines of international conferences and summits, focusing on funding mechanisms for gaps in the logistical support package to AMISOM.

35. As most of the troop-contributing countries have deployed limited contingent-owned equipment, and are not self-sustained, UNSOA continues to work closely with the bilateral partners and donors to ensure harmonization of support and procurement processes and timelines prior to deployments. This relationship has evolved and expanded over the last three years and resulted in greater coordination and information sharing.

36. UNSOA participates in meetings of the Senior Policy Group, which is chaired by the Special Representative of the Secretary-General, and provides overall strategic coordination of the United Nations. UNSOA also participates in meetings of the United Nations country team for Somalia and is engaged in the discussions on expansion of stabilization and outreach activities outside Mogadishu into the liberated areas in south central Somalia, and protection of United Nations personnel and equipment in Somalia.

37. The Security Council in its resolution 2067 (2012) requested the Secretary-General to perform an inter-agency review of the United Nations presence in Somalia, emphasizing the need to develop an integrated strategic approach to all activities of the United Nations system in Somalia, in close partnership with the Somali authorities and the African Union. UNSOA participated in the strategic review in 2012 and options for the configuration of a new mission for the United

Nations in Somalia are currently under consideration by the Secretary-General's Policy Committee prior to consideration by the Security Council.

E. Results-based-budgeting frameworks

38. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. A definition of the terminology with respect to the six categories is contained in annex I.A to the present report.

Component 1: provision of logistical support

39. The support component reflects the work of the Office of the Director, Somalia Support Operations, and Strategic Management Services. During the budget period, the support component will provide effective and efficient logistical, administrative and technical services for the implementation of the UNSOA mandate Support will be provided to the authorized strength of 17,731 AMISOM uniformed personnel, 70 AMISOM civilian staff and to the UNSOA civilian establishment of 236 international staff and 157 national staff (excluding 5 international staff and 3 national staff in the Regional Service Centre in Entebbe), and the UNPOS staffing component of 48 international and 31 national staff.

40. The range of support will comprise all services, including administrative services such as personnel, finance, procurement, contract management, budget and training; construction and maintenance of office and accommodation facilities; health care; the establishment and maintenance of communications and information technology infrastructure; air, sea and surface transport operations; supply and resupply operations and the provision of security services operation-wide.

Expected accomplishments	*Indicators of achievement*
1.1 Increased efficiency and effectiveness of the delivery of the United Nations logistics support package to the African Union Mission in Somalia (AMISOM)	1.1.1 Completion of hard-wall camp construction for 6,800 AMISOM uniformed personnel (2011/12: 80 per cent; 2012/13: 95 per cent; 2013/14: 100 per cent)
	1.1.2 Completion of 3 sector support hubs for 300 military and civilian personnel each in Baidoa, Belet Weyne and Kismaayo (2012/13: 50 per cent; 2013/14: 100 per cent)
	1.1.3 Construction of accommodation for 2,550 personnel in 4 sectors (2013/14: 60 per cent)
	1.1.4 Reduction in discrepancy between physical verification and records of non-expendable property (2012/13: 99 per cent; 2013/14: 99 per cent)
	1.1.5 Reduction of inventory value of assets held in stock for over 12 months (2011/12: 30 per cent; 2012/13: 25 per cent; 2013/14: 25 per cent)

1.1.6 Increase in seat utilization rate for scheduled passenger flights (2012/13: 70 per cent utilization rate; 2013/14: 85 per cent)

1.1.7 AMISOM casualties as a result of explosive remnants of war and improvised explosive devices are minimized throughout all operational sectors (2011/12: 4 deaths; 2012/13: zero deaths; 2013/14: zero deaths)

1.1.8 Progress on IPSAS and Umoja implementation

Outputs

Service improvements

- Establishment of a joint regular flight schedule with UNPOS to share aviation services and reduce requirements of on-demand flight services and related costs
- Support for the implementation of IPSAS, including re-engineering of business processes for IPSAS compliance, updating mission standard operating procedures to reflect IPSAS requirements, and training all finance, budget and property management staff in UNSOA
- Support for the implementation of Umoja, including legacy system data quality analyses and data cleansing in UNSOA

Military and police personnel

- Emplacement, rotation and repatriation to support an average strength of 17,731 AMISOM uniformed personnel
- Quarterly verification, monitoring and inspection of contingent-owned equipment in respect of an average of 17,731 uniformed personnel achieved in accordance with United Nations policy
- Storage and supply of fresh rations to support an average strength of 17,731 AMISOM uniformed personnel
- Storage and supply of 14 days' reserve combat rations and bottled water to support an average strength of 17,731 AMISOM uniformed personnel

Civilian personnel

- Administration of an average of 393 civilian personnel, comprising 236 international staff and 157 national staff (excluding 8 staff in the Regional Service Centre in Entebbe)

Coordination and accountability mechanisms

- 100 per cent of United Nations-owned equipment is verified and accounted for
- Quarterly verification, monitoring and inspection of United Nations-owned equipment on loan to AMISOM
- Yearly review of the UNSOA risk assessment and update of the operational risk register in conjunction with the resident auditor's office
- Coordination of support provided by the United Nations, including assessed and voluntary funding and bilateral mechanisms, to AMISOM, through weekly meetings with bilateral donors

- Coordination of delivery of the United Nations logistical support package through weekly meetings with AMISOM

Facilities and infrastructure

- Operation and maintenance of 16 camps in sector 1 for up to 6,800 uniformed personnel; 3 temporary sector logistic hubs (Baidoa, Belet Weyne, Kismaayo); a level-II hospital, Mogadishu Logistics Base, 2 waste management facilities, AMISOM Integrated headquarters phase I-III for up to 150 personnel, and UNPOS/UNSOA headquarters phase I-III for up to 115 personnel in Mogadishu; and 3 civilian staff premises in 3 locations (Nairobi, Mombasa Support Base, Wilson Airport facilities)
- Provision of camp operations services for 28 camps and facilities, including waste collection and disposal, fire prevention and fighting, cleaning services, laundry services, plant and equipment maintenance, building and facilities maintenance, and pest and vector control
- Completion of remaining sector hubs at 3 locations; commence construction of accommodation for 2,550 personnel in 4 sectors
- Operation and maintenance of 35 United Nations-owned and 15 contingent-owned water purification plants in 25 locations
- Operation and maintenance of 372 United Nations-owned and 97 contingent-owned generators in 120 locations
- Maintenance and renovation of 2,000 km of roads and 25 bridges
- Storage and supply of 3.9 million litres of petrol, oil and lubricants for generators
- Maintenance and repair of 4 airfield facilities and 6 helicopter landing sites in 7 locations and of the seaport facility in Mogadishu

Geographic Information System

- Development and reproduction of 280 specialized map products to enable more effective planning and implementation of UNSOA projects, including engineering, communications, operations, logistics, aviation and security
- Development, update and reproduction of 65 large-scale urban maps to support planning and operations of AMISOM within south central Somalia
- Development and update of 55 electronic mapping products for use in briefings, reports and vocational training centres, particularly for AMISOM and UNPOS
- Development of 60 standard Topographic Line Maps at 1:50,000 scale for use by AMISOM troops within south central Somalia
- Provision and maintenance of a security application to enable comprehensive tracking and analysis of incidents and potential threats to AMISOM and UNSOA
- Provision of detailed terrain analysis of 45 key locations in south central Somalia, including bridges and airfields incorporating infrastructure information on weather, terrain and soil

Ground transportation

- Operation and maintenance of 797 United Nations-owned vehicles, and attachments, including 218 light passenger vehicles, 141 special purpose vehicles, 8 ambulances, 49 armoured personnel carriers, 41 armoured vehicles, 10 items of ground support equipment, 40 items of engineering equipment, 48 items of material handling equipment, 35 trailers, 207 vehicle attachments; as well as 525 African Union-owned vehicles through 10 contracted and troop-contributing country workshops in 6 locations
- Supply of 6.8 million litres of petrol, oil and lubricants for United Nations-owned, AMISOM-owned and contingent-owned vehicles at 8 locations

Air transportation

- Support to UNSOA, UNPOS and AMISOM through long-term charter arrangements, standby arrangements, regional support for ad hoc requirements and troop rotations in coordination with the Transportation and Movement Integrated Control Centre and local standby arrangements for MEDEVAC/CASEVAC
- Support and maintenance of 12 military-type aircraft, in 4 locations
- Supply of 3.8 million litres of petrol, oil and lubricants for 14 rotary-wing aircraft and 1 fixed-wing aircraft

Naval transportation

- Maintenance of 9 patrol boats to secure inshore and over-water flight activities in Mogadishu
- Movement of UNSOA and AMISOM cargo by sea utilizing third-party contractors between Mombasa, Mogadishu and Kismaayo
- Supply of 1.1 million litres of petrol, oil and lubricants for naval transportation

Communications

- Support and maintenance of a satellite communications network with links to AMISOM in Mogadishu, the African Union in Addis Ababa, United Nations Headquarters in New York, UNSOA and AMISOM headquarters in Nairobi and the UNSOA Mombasa Support Base
- Support and maintenance of voice-data connectivity between 20 AMISOM battalions and key AMISOM support locations, including the airport, seaport, Villa Somalia, the university, the academy and K-4 sites in Mogadishu and into south central Somalia
- Support and maintenance of 33 ultra-high frequency repeaters and transmitters, 6,046 trunking radios supported, comprising 85 base radios, 493 mobile radios and 5,468 hand-held radios
- Support and maintenance of 23 very small aperture terminal systems, 3 Internet Protocol telephone clusters, 56 microwave links, 15 containerized modular data centres and 7 mobile deployable telecommunications systems

Information support management

- Coordination and management of 1 information support and broadcast facility in support of AMISOM in Somalia
- Management and administration of public information campaigns for AMISOM and UNPOS through provision of multiple contracts to implement strategic communications and information support services

Information technology

- Support and maintenance of 64 servers, 52 desktop computers, 291 laptop computers, 330 thin clients and 70 printers in support of United Nations and AMISOM personnel, and of 5 local area networks and wide area networks in 9 locations
- Maintenance and operation of an information technology infrastructure in Mogadishu to enable UNSOA to remotely support AMISOM in-theatre
- Support and maintenance of 796 e-mail accounts combined within UNSOA, UNPOS and AMISOM

Medical

- Support and maintenance of 15 AMISOM level-I clinics, 4 AMISOM and 1 United Nations level-II clinics, 1 level-I+ medical facility and 8 emergency and first aid stations in 4 locations for all mission personnel
- Maintenance of air evacuation arrangements for United Nations and AMISOM personnel, including the provision of evacuation arrangements to level-III and level-IV medical facilities in 5 locations
- Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all UNSOA personnel in coordination with the medical services at the United Nations Office at Nairobi

Training

- Provision of pre-deployment training sessions for an average of 1,802 AMISOM military personnel on AMISOM equipment in their home location prior to every rotation
- Provision of in-mission and refresher training on kitchen services, catering, rations, fuel, general supply, maritime, transport, property management, communications and information technology and the defence cell in Mogadishu for 523 AMISOM personnel
- Provision of 10 capacity-building training sessions for 393 civilian personnel
- Provision of training sessions in explosive ordnance disposal level-II, basic improvised explosive devices, advanced explosive ordnance disposal/counter-improvised explosive devices/explosive-device detection and accreditation for 18 AMISOM teams throughout four sectors
- Implementation of a conduct and discipline programme for all United Nations personnel, including training, prevention, monitoring and recommendations on remedial action where misconduct has occurred

Mine Action Services

- Completion of contamination assessment of government infrastructure in areas accessible to AMISOM in each sector
- Provision of emergency explosive ordnance disposal and counter-improvised-explosive-device mobility operations in all 4 sectors

Expected accomplishments	*Indicators of achievement*
1.2 Provide effective administrative support to (UNPOS)	1.2.1 UNPOS receives the administrative support to successfully implement its mandate

Outputs

- Administration of an average of 79 civilian personnel, comprising 48 international staff and 31 national staff
- Monthly preparation of financial statements
- Processing of a minimum of 50 travel expense claims and 30 vendor payments per month in the implementation of financial support to UNPOS
- Provision of procurement support to enable UNPOS to obtain goods and services through the management of contracts and implementation of UNPOS quarterly procurement plans
- Formulation of the 2014 UNPOS budget and monitoring of the 2013 UNPOS budget
- Management and monitoring of the UNPOS Trust Funds for Somali Transitional Security Institutions and Peacebuilding for Somalia
- Coordination of support provided by the United Nations to UNPOS Trust Funds for Somali Transitional Security Institutions and Peacebuilding for Somalia, through quarterly meetings with bilateral donors and partners

Table 1
Human resources: component 1, provision of logistic support

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Director									
Approved posts 2012/13	–	1	6	4	17	**28**	24	–	**52**
Proposed posts 2013/14	–	1	11	8	18	**38**	25	–	**63**
Net change	–	–	**5**	**4**	**1**	**10**	**1**	–	**11**
Somalia Support Operations									
Approved posts 2012/13	–	–	–	–	–	–	–	–	–
Proposed posts 2013/14	–	1	9	8	107	**125**	71	–	**196**
Net change	–	**1**	**9**	**8**	**107**	**125**	**71**	–	**196**
Strategic Management Services (combination of former Support Operations Services, Administrative Services and Technical Services)									
Approved posts 2012/13	–	3	31	23	138	**195**	128	–	**323**
Proposed posts 2013/14	–	1	16	13	42	**72**	61	–	**133**
Net change	–	**(2)**	**(15)**	**(10)**	**(96)**	**(123)**	**(67)**	–	**(190)**
Approved temporary positions 2012/13[b]	–	–	–	–	–	–	–	–	–
Proposed temporary positions 2013/14[b]	–	–	1	–	–	**1**	–	–	**1**
Net change	–	–	**1**	–	–	**1**	–	–	**1**

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Subtotal, Strategic Management Services									
Approved 2012/13	–	3	31	23	138	**195**	128	–	**323**
Proposed 2013/14	–	1	17	13	42	**73**	61	–	**134**
Net change	–	**(2)**	**(14)**	**(10)**	**(96)**	**(122)**	**(67)**	–	**(189)**
Total									
Approved posts 2012/13	–	4	37	27	155	**223**	152	–	**375**
Proposed posts 2013/14	–	3	37	28	167	**235**	157	–	**392**
Net change	–	**(1)**	–	**1**	**12**	**12**	**5**	–	**17**
Approved temporary positions 2012/13[b]	–	–	–	–	–	–	–	–	–
Proposed temporary positions 2013/14[b]	–	–	1	–	–	1	–	–	**1**
Net change	–	–	**1**	–	–	**1**	–	–	**1**
Grand Total									
Approved 2012/13	–	4	37	27	155	**223**	152	–	**375**
Proposed 2013/14	–	3	38	28	167	**236**	157	–	**393**
Net change	–	**(1)**	**1**	**1**	**12**	**13**	**5**	–	**18**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance.

International staff: increase of 12 posts (19 new posts (2 P-3, 17 Field Service), the abolishment of 1 D-1 and 1 P-4 posts, and redeployment of 5 Field Service posts to the Regional Service Centre in Entebbe)

National staff: increase of 5 posts (9 new national General Service posts, the abolishment of 1 national General Service post and the redeployment of 3 national General Service posts to the Regional Service Centre in Entebbe)

General temporary assistance position: 1 new P-4 position

41. In the 2013/14 period, UNSOA will restructure its civilian staffing into three components, namely, Office of the Director, Somalia Support Operations, and Strategic Management Services. The functions of the current Administrative Services will be subsumed into Somalia Support Operations and Strategic Management Services, resulting in the abolishment of the D-1 post in Administrative Services. Furthermore, in response to the improved security situation in-theatre and the staffing of the AMISOM Force headquarters in Mogadishu, UNSOA will expand the number of staff in Somalia. The aim is to enhance effectiveness and the impact of service delivery to the expanded force in Somalia. UNSOA will reorganize and deploy more key functions into Somalia starting in 2012/13, subject to the availability of sufficient minimum operating security standards- and minimum operating residential security standards-compliant office and living accommodation, and medical services to United Nations standards.

42. UNSOA will henceforth be structured around a Nairobi headquarters consisting of two pillars, namely, the Office of the Director, and Strategic Management Services. The intention is to shift the centre of gravity of UNSOA operations to Somalia, while separating strategic planning from operations and implementation. The desired end-state is a reconfigured UNSOA with an enhanced capacity in the AMISOM area of operations, fully capable of supporting AMISOM activities in an effective manner.

43. Effective 1 January 2010, UNSOA absorbed the administrative support functions of UNPOS under the umbrella of UNSOA to achieve greater effectiveness and efficiency and maximize the use of resources, as reflected in the Secretary-General's report to the Security Council in May 2010 (S/2010/234). The formally established integrated operations between UNPOS and UNSOA in administrative, technical and financial management services have proven successful over the previous two years. In its resolution 67/246, the General Assembly approved the transfer of all relevant functions from the UNPOS budget, which allowed those functions to fall under a single command. In this connection, 20 posts in the areas of safety and security (13 posts), engineering (2 posts), and communications and information technology (5 posts) will be transferred from UNPOS to UNSOA with effect from 1 July 2013.

44. The transfer of the engineering and communications and information technology posts will streamline the technical support and administrative support function of UNPOS in the regions. The posts being transferred are unique as there is no overlap with existing UNSOA functions as UNSOA is not present in Puntland and Somaliland.

45. The UNPOS forward deployment to Mogadishu and the regions, and the expansion of the UNSOA component in Somalia, particularly with the new focus on the additional sectors, has required the safety and security sections of UNPOS and UNSOA to further integrate. The proposed security structure under the umbrella of UNSOA in Kenya and Somalia reflects the integrated approach, where all security resources are unified under a centralized chain of command, reporting to the UNSOA Security Chief. For this purpose, 13 posts are being moved from UNPOS to UNSOA, and additionally, 8 new posts are proposed in the Safety and Security Section for close protection services.

Office of the Director

46. The summary of the proposed staffing in the Office of the Director is presented in table 2 below.

Table 2
Office of the Director

Section Unit	*Type of proposed staffing change*	*Number of posts*	*Post details*
Immediate Office of the Director	Existing posts	13	1 D-2, 2 P-5, 1 P-4, 1 P-3, 3 Field Service, 2 National Professional Officer, 3 national General Service
	Reassignment from Operations and Plans, which was under Support Operations Services in 2012/13	1	P-4

Section Unit	*Type of proposed staffing change*	*Number of posts*	*Post details*
	Redeployment from Internal Review Board, which was under Support Operations Services in 2012/13	1	P-3
	Redeployment from Information Support Management Section, which was under Support Operations Services in 2012/13	1	Field Service
Budget and Trust Fund Section	Existing posts	9	1 P-5, 1 P-4, 1 P-3, 2 Field Service, 1 National Professional Officer, 3 national General Service
Safety and Security Section	Establishment of new post (former UNPOS)	4	1 P-3, 3 Field Service
	Existing posts	8	1 P-3, 3 Field Service, 4 national General Service
Property Management Section	Redeployment from the same section, which was under Support Operations Services in 2012/13	8	1 P-4, 3 Field Service, 4 national General Service
Internal Review Board	Redeployment from the same section, which was under Support Operations Services in 2012/13	2	national General Service
Information Support Management Section	Redeployment from the same section, which was under Support Operations Services in 2012/13	5	1 P-5, 1 P-4, 2 Field Service, 1 national General Service
	Reassignment from Mombasa Support Base, which was under Support Operations Services in 2012/13	1	P-3
Contracts Management Section	Redeployment from the same section, which was under Support Operations Services in 2012/13	10	1 P-5, 1 P-4, 2 P-3, 1 Field Service, 4 National Professional Officer, 1 national General Service
Total		**63**	

47. In order to enhance accountability and control, the Office of the Director will, in addition to its current elements comprising the immediate office of the Director, the Budget and Trust Fund Section, the Safety and Security Section, also include the Property Management Section, the Internal Review Board, the Information Support Management Section, and the Contracts Management Section that are under Support Operations Services in 2012/13. Under the Office of the Director, it is proposed to establish a total of four posts, consisting of one P-3 (Security Officer) and three Field Service posts (Personal Protection Officers), in the Safety and Security Section for functions performed by posts funded under the UNPOS budget until 30 June 2013.

Somalia Support Operations

48. The summary of the proposed staffing in Somalia Support Operations is presented in table 3 below.

Table 3
Somalia Support Operations

Section Unit	*Type of proposed staffing change*	*Number of posts*	*Post details*
Immediate office of Somalia Support Operations	Redeployment from former immediate office of Technical Services, which was under Technical Services in 2012/13	4	1 D-1, 3 Field Service
	Redeployment from Information Support Management Section, which was under Support Operation Services in 2012/13	1	National Professional Officer
Administrative Services	Redeployment from Finance Section, which was under Administrative Services in 2012/13	1	Field Service
	Redeployment from the immediate office of the Office of the Director	1	P-3
	Redeployment from Procurement Section, which was under Administrative Services in 2012/13	2	1 Field Service, 1 national General Service
	Redeployment from the Training Unit, which was under Administrative Services in 2012/13	1	P-2
	Redeployment from the Human Resources Section, which was under Administrative Services in 2012/13	1	Field Service
Safety and Security Section	Redeployment from the same section, which was under Office of the Director in 2012/13	13	1 P-4, 7 Field Service, 5 national General Service
	Establishment of new posts (former UNPOS)	9	1 P-3, 4 Field Service, 4 national General Service
	Establishment of new posts	8	Field Service
Safety and Security Section (Mombasa)	Redeployment from the same section, which was under the Office of the Director in 2012/13	7	1 Field Service, 1 National Professional Officer, 5 national General Service
Contract Management Section	Redeployment from the same section, which was under Support Operations Services in 2012/13	2	1 P-3, 1 National Professional Officer
Property Management Section	Redeployment from the same section, which was under Support Operations Services in 2012/13	5	Field Service
Property Management Section (Mombasa)	Redeployment from the same section, which was under Support Operations Services in 2012/13	10	2 Field Service, 8 national General Service
Operations and Plans	Redeployment from the same section, which was under Support Operations Services in 2012/13	11	1 P-5, 1 P-4, 9 Field Service
	Redeployment from the immediate office of the Office of the Director	1	Field Service
Aviation Section	Redeployment from the same section, which was under Technical Services in 2012/13	9	1 P-4, 8 Field Service

Section/Unit	*Type of proposed staffing change*	*Number of posts*	*Post details*
Engineering Section	Redeployment from the same section, which was under Technical Services in 2012/13	10	1 P-4, 9 Field Service
	Establishment of new posts (former UNPOS)	2	national General Service
Engineering Section (Mombasa)	Redeployment from the same section, which was under Technical Services in 2012/13	3	1 National Professional Officer, 2 national General Service
Geographical Information Section	Redeployment from the same section, which was under Technical Services in 2012/13	1	National Professional Officer
Medical Services	Redeployment from the same section, which was under Technical Services in 2012/13	4	1 P-3, 3 Field Service
Medical Services (Mombasa)	Redeployment from the same section, which was under Technical Services in 2012/13	2	1 National Professional Officer, 1 national General Service
Movement Control Section	Redeployment from the same section, which was under Technical Services in 2012/13	4	Field Service
Movement Control Section (Mombasa)	Redeployment from the same section, which was under Technical Services in 2012/13	5	1 Field Service, 1 National Professional Officer, 3 national General Service
Supply Section	Redeployment from the same section, which was under Technical Services in 2012/13	13	1 P-5, 1 P-3, 8 Field Service, 3 national General Service
Supply Section (Mombasa)	Redeployment from the same section, which was under Technical Services in 2012/13	6	1 National Professional Officer, 5 national General Service
	Reassignment from the Operations and Plans Section, which was under Support Operations Services in 2012/13	1	Field Service
Transport Section	Redeployment from the same section, which was under Technical Services in 2012/13	5	1 P-3, 4 Field Service
Transport Section (Mombasa)	Redeployment from the same section, which was under Technical Services in 2012/13	5	1 Field Service, 4 national General Service
Communication and Information Technology Section	Redeployment from the same section, which was under Technical Services in 2012/13	12	1 P-4, 1 P-3, 7 Field Service, 3 national General Service
	Establishment of new posts (former UNPOS)	5	2 Field Service, 3 national General Service
Communication and Information Technology Section (Mombasa)	Redeployment from the same section, which was under Technical Services in 2012/13	12	7 Field Service, 5 national General Service
Mogadishu Logistics Base	Redeployment from the Mombasa Support Base, which was under Support Operations Services in 2012/13	4	1 P-5, 3 Field Service
	Redeployment from the Supply Section, which was under Technical Services in 2012/13	2	1 Field Service, 1 national General Service
	Redeployment from the Communication and Information Technology Section, which was under Technical Services in 2012/13	2	1 Field Service, 1 national General Service
	Redeployment from the Engineering Section, which was under Technical Services in 2012/13	2	Field Service

Section/Unit	*Type of proposed staffing change*	*Number of posts*	*Post details*
Mombasa Support Base	Redeployment from the same section, which was under Support Operations Services in 2012/13	4	1 P-4, 3 national General Service
	Redeployment from the Training Unit, which was under Administrative Services in 2012/13	2	1 Field Service, 1 national General Service
Asset Management Unit	Redeployment from the Mombasa Support Base, which was under Support Operations Services in 2012/13	1	Field Service
	Redeployment from the Engineering Section, which was under Technical Services in 2012/13	2	national General Service
	Redeployment from the Communication and Information Technology Section, which was under Support Operations Services in 2012/13	1	national General Service
Total		**196**	

49. The strategy to strengthen the UNSOA presence in Somalia and transfer operational capacity to the theatre is borne out by the fact that (a) the operating environment has improved significantly since August 2011, and (b) AMISOM has increased its own capacity in Mogadishu by effectively staffing the Force headquarters. Based on the foregoing, UNSOA is both compelled and in a position to move operational parts of its staffing to Mogadishu. That will ensure that UNSOA and AMISOM plan and execute support operations more effectively. The guiding principles are to shift the centre of axis of UNSOA operations to Somalia, while separating strategic planning from operations and implementation functions. The desired end-state is a reconfigured UNSOA, with an enhanced capacity in the AMISOM area of operations, capable of efficiently supporting AMISOM activities in an effective manner.

50. Somalia Support Operations will be strengthened and headed by the current post of Chief Technical Services (renamed Head, Somalia Support Operations), whose responsibility and authority will encompass operational planning, technical services delivery and supply chain management, thus integrating previously "stove-piped" functions. The change in UNSOA structure is predicated on the recently strengthened AMISOM Force headquarters. In contrast to earlier periods, AMISOM now has a fully staffed Force headquarters in Mogadishu, with 85 staff officers who actively engage in the planning and execution of support operations. To benefit from this added capacity, UNSOA must have more staff members in-theatre who interact with AMISOM counterparts on a daily basis.

51. Somalia Support Operations will consist of three pillars, namely, the Office of the Head, Operations, and Logistics. The Office of the Head of Somalia Support Operations includes cross-cutting functions such as administration (human resources, finance, procurement, training); safety and security; property management; contracts management and project management. UNSOA intends to

facilitate enhanced delivery in Mogadishu by ensuring that the requisite support functions are represented directly in-theatre.

52. Operations will bring together coordinated planning with AMISOM through the Joint Support Operations Centre and implementation through technical services. AMISOM and UNSOA have established the Centre as the main interface for defining support requirements to be fulfilled by UNSOA, and the associated technical service sections will provide solutions. By placing coordination and execution together, UNSOA intends to facilitate more coordinated and faster service delivery.

53. Logistics consists of the main warehouse at the Mogadishu Logistics Base and the Mombasa Support Base. The Mogadishu Logistics Base in Mogadishu will hold the forward stocks and in-country reserves, as the emphasis for UNSOA logistic holdings and operations moves forward, and as more vendors are able to deliver directly to a receiving point in Mogadishu. The Mombasa Support Base will continue to provide a rear logistics capacity and the receiving point for the large percentage of stocks that cannot be delivered directly to Mogadishu, training and information communications technology hub services and direct delivery of goods, particularly rations, by road, sea and air to sector 2 in 2013/14.

54. Under Somalia Support Operations, it is proposed to increase staffing by a total of 16 posts for functions performed by posts funded under the UNPOS budget until 30 June 2013, including nine posts (1 P-3, 4 Field Service and 4 national General Service) in the Safety and Security Section; two posts (national General Service) in the Engineering Section, and five posts (2 Field Service and 3 national General Service) in the Communication and Information Technology Section.

55. It is also proposed to establish eight Field Service posts in the Safety and Security Section for increased close protection for the Special Representative of the Secretary-General/Head of UNPOS. Deployment of personal protection officers into Mogadishu will also allow the provision of close protective duties to other UNPOS and UNSOA staff when they move to unsafe locations as identified by security risk assessments.

56. The operating environment within Somalia is extremely hostile and volatile, whereby not only common crimes, but also roadside bombs, grenade throwing, improvised explosive devices and mortar shelling are daily occurrences. Movement outside the Mogadishu International Airport is restricted and allowed only in convoys, and only with security officers. Dignitaries and principals are allowed to travel only with a team of personal protection officers.

57. With the expansion of AMISOM towards central and south Somalia, and with the establishment of the four sectors, as well as with the formation of a new parliament and government in 2012, the increased presence of UNPOS staff and project personnel to facilitate the work of the political offices in Mogadishu is expected to increase. The office of the Special Representative of the Secretary-General formally relocated to Mogadishu in 2012. In 2013/14 UNPOS operations will require more flexibility of movement, readiness to travel on short notice to government institutions or for meetings with partners and stakeholders in Somalia with the proper advance reconnaissance and escort provided by personal protection officers. The security risk assessments indicate the need for increased close protection in both Kenya and Somalia for the Special Representative of the

Secretary-General. Currently, the close protection team of the Special Representative of the Secretary-General/Head of UNPOS consists of six Personal Protection Officers, which allows only partial protective details service. In order to provide 24-hour-a-day and 7-day-a-week close protection, there is the need for an additional eight posts at the Field Service level, including one Protection Coordination Officer, two Personal Protection Team Leaders, and five Personal Protection Officers.

58. The Protection Coordination Officer is responsible for the safety and security of the Special Representative of the Secretary-General. The Officer will supervise the protection services, coordinate with various offices within UNSOA and UNPOS for the security of the Special Representative of the Secretary-General, and report directly to the Chief Security Officer.

59. Under the supervision and direction of the Protection Coordination Officer, the Team Leaders will supervise a team of three or more personal protection officers. The Team Leaders will participate in planning, and coordination of personal protection operations; coordinate all activities with relevant parties and other appropriate security organizations; and maintain the database for locations and prepare operation orders before any planned mission for the Special Representative of the Secretary-General.

60. Under the supervision and direction of the Protection Coordination Officer or Team Leader, the Personal Protection Officers shall perform escort and protection operations for the Special Representative of the Secretary-General in Somalia, Kenya, and other places in neighbouring countries where the risk levels against the principals are assessed as high or very high.

Office of Strategic Management Services

61. The summary of the proposed staffing in Strategic Management Services is presented in table 4 below.

Table 4
Strategic Management Services

Section Unit	*Type of proposed staffing change*	*Number of posts*	*Post details*
Strategic Management Service	Existing posts from former immediate office of Support Operations Services	3	1 D-1, 1 P-3, 1 Field Service
	Existing posts from former immediate office of Technical Services	2	Field Service
	Redeployment from Transport Section, which was under Technical Services in 2012/13	1	P-3
Administrative Services	Existing post from former immediate office of Administrative Services	1	Field Service
Operations and Plans Section	Existing posts from the same section, which was under Support Operations Services in 2012/13	7	3 P-4, 1 P-3, 2 Field Service, 1 national General Service

Section/Unit	*Type of proposed staffing change*	*Number of posts*	*Post details*
	Reassignment from former immediate office of Administrative Services	1	P-3
Aviation Section	Existing posts from the same section, which was under Technical Services in 2012/13	11	2 P-3, 4 Field Service, 1 National Professional Officer, 4 national General Service
Engineering Section	Existing posts from the same section, which was under Technical Services in 2012/13	13	1 P-5, 1 P-4,1 P-3, 4 Field Service, 2 National Professional Officer, 4 national General Service
Geographical Information Services	Existing posts from the same section, which was under Technical Services in 2012/13	7	1 P-4, 1 P-3, 2 Field Service, 2 National Professional Officer, 1 national General Service
Medical Services	Existing posts from the same section, which was under Technical Services in 2012/13	7	1 P-5, 1 P-3, 1 Field Service, 2 National Professional Officer, 2 national General Service
Movement Control Section	Existing posts from the same section, which was under Technical Services in 2012/13	12	1 P-4, 3 Field Service, 1 National Professional Officer, 7 national General Service
Supply Section	Existing posts from the same section, which was under Technical Services in 2012/13	3	2 Field Service, 1 national General Service
Transport Section	Existing posts from the same section, which was under Technical Services in 2012/13	12	1 P-4, 3 Field Service, 8 national General Service
Communication and Information Technology Section	Existing posts from the same section, which was under Technical Services in 2012/13	14	1 P-5, 1 P-4, 1 P-3, 6 Field Service, 5 national General Service
Finance Section	Existing posts from the same section which was under Administrative Services in 2012/13	8	1 P-3, 2 Field Service, 5 national General Service
	Establishment of a general temporary assistance position	1	P-4
Human Resources Section	Existing posts from the same section, which was under Administrative Services in 2012/13	11	1 P-4, 5 Field Service, 1 National Professional Officer, 4 national General Service
Training Unit	Existing posts from the same section, which was under Administrative Services in 2012/13	6	1 P-4, 1 Field Service, 1 National Professional Officer, 3 national General Service
Procurement Section	Existing posts from the same section, which was under Administrative Services in 2012/13	14	1 P-5, 2 P-4, 1 P-3, 1 P-2, 3 Field Service, 2 National Professional Officer, 4 national General Service
Total		**134**	

62. Strategic Management Services encompasses the Operations and Planning Section, and all headquarters-based technical service sections, comprising engineering, supply, medical services, aviation, movement control, geographic information services, transport, and communications and information technology services. Bringing the Operations and Planning Section and the technical services sections under one authority similar to the organizational structure in Somalia is intended to enhance planning across UNSOA. The functions of the current Administrative Services will be subsumed into Strategic Management Services and Somalia Support Operations.

63. It is also proposed to establish a general temporary assistance position at the P-4 level for Umoja and IPSAS responsibilities. The 2013/14 period would be the first year of Umoja and IPSAS implementation where challenges will still exist in the mission areas, even as the Regional Service Centre seeks to mitigate them through standardized and centralized services. A temporary assistance position in UNSOA with sufficient experience is required for the 2013/14 period.

Regional Service Centre, Entebbe

64. The results-based-budgeting framework for the Regional Service Centre, Entebbe reflects indicators of achievement and outputs for the peacekeeping operations and special political missions that will be receiving services from the Centre in respect of the functions that were identified for transfer to the Centre in 2011/12 and 2012/13: processing of education grants, aspects of field-based payroll, payments, cashier, accounts, check-in and check-out of field personnel, international recruitment, post management, time and attendance, operation of a regional Training and Conference Centre and operation of the Transportation and Movement Integrated Control Centre.

Expected accomplishments	*Indicators of achievement*
2.1 Effective and efficient check-in/check-out support to clients	2.1.1 Reduction of time required for check-in for international and United Nations Volunteers personnel (2011/12: more than 95 per cent completed in 2 days; 2012/13: more than 98 per cent completed in 2 days; 2013/14: more than 98 per cent completed in 2 days and 100 per cent completed in 7 days)
	2.1.2 Reduction of time required for international and United Nations Volunteers personnel check-outs (2011/12: more than 95 per cent completed in 1 day; 2012/13: more than 98 per cent completed in 1 day; 2013/14: more than 98 per cent completed in 1 day and 100 per cent completed in 5 days)
	2.1.3 Increased level of services by maintaining a short time for uniformed personnel check-outs (2011/12: more than 98 per cent completed in 3 days; 2012/13: more than 98 per cent completed in 3 days; 2013/14: more than 98 per cent completed in 3 days and 100 per cent completed in 7 days)

Outputs

- Check-in and check-out of 26 civilian personnel

Expected accomplishments	*Indicators of achievement*
2.2 Effective and efficient education grant processing support to clients	2.2.1 Reduction in the time required for settling education grant claims during peak period (July-October) (2011/12: more than 96 per cent in less than 7 weeks; 2012/13: more than 96 per cent in less than 7 weeks; 2013/14: more than 96 per cent in less than 6 weeks)
	2.2.2 Reduction in the time required for settling education grant claims during off-peak period (November-June) (2011/12: more than 96 per cent in less than 4 weeks; 2012/13: more than 96 per cent in less than 4 weeks; 2013/14: more than 96 per cent in less than 3 weeks)
	2.2.3 Reduction in percentage of education grant claims returned to mission (2011/12: 20 per cent; 2012/13: less than 15 per cent; 2013/14: less than 12 per cent)

Outputs

- Processing of 329 education grant claims

Expected accomplishments	*Indicators of achievement*
2.3 Effective and efficient Regional Training and Conference Centre support to client	2.3.1 Increase in the number of staff trained in the Regional Training and Conference Centre (2011/12: 4,835; 2012/13: 3,000; 2013/14: 6,000)
	2.3.2 Timely response to training requests received by the Regional Training and Conference Centre (2011/12: 98 per cent within 24 hours; 2012/13: 98 per cent within 24 hours; 2013/14: 98 per cent within 24 hours)
	2.3.3 Increased customer satisfaction rate for training services (2011/12: 98.8 per cent of customers satisfied or more than satisfied; 2012/13: 99 per cent of customers satisfied or more than satisfied; 2013/14: 99 per cent of customers satisfied or more than satisfied)

Outputs

- 250 regional training sessions and conferences held with participation of 67 staff from UNSOA

Expected accomplishments	*Indicators of achievement*
2.4 Effective and efficient regional troop movement support to clients	2.4.1 Increase in the number of regional troop movement flights coordinated by the Transport and Movements Integrated Control Centre (2011/12: 292; 2012/13: 330; 2013/14: 1,179)
	2.4.2 Reduction in the time required to provide a transportation solution for troop movement (2011/12: N/A; 2012/13: N/A; 2013/14: 96 per cent within 5 days and 100 per cent within 14 days)

Outputs

- Coordination of 486 troop movement flights using United Nations long-term charter aircraft

Expected accomplishments	*Indicators of achievement*
2.5 Effective and efficient support to surge requirements for transportation	2.5.1 Increased customer satisfaction rate for transportation surge support services (2011/12: 70 per cent; 2012/13: 80 per cent; 2013/14: 88 per cent)

Outputs

- 48 surge flights conducted

Expected accomplishments	*Indicators of achievement*
2.6 Effective and efficient finance services to clients	2.6.1 Reduction in time required to pay valid vendor invoices (2011/12: N/A; 2012/13: 98 per cent within 28 days; 2013/14: 98 per cent within 27 days)
	2.6.2 Reduction in time required to process personnel claims (2011/12: N/A; 2012/13: 98 per cent within 28 days; 2013/14: 98 per cent within 21 days)
	2.6.3 Timely processing of electronic bank transfers (2011/12: N/A; 2012/13: 97 per cent within 3 days; 2013/14: 97 per cent within 3 days)
	2.6.4 Reduction in the time required to process staff monthly payroll and pay other allowances (2011/12: N/A; 2012/13: 95 per cent within 5 days; 2013/14: 98 per cent within 5 days)
	2.6.5 Increased customer satisfaction rate for finance services (2011/12: N/A; 2012/13: 70 per cent; 2013/14: 80 per cent)

Outputs

- Monthly field financial statements prepared in compliance with IPSAS standards
- Payment of 888 personnel claims
- Payment of 178 international staff through local payroll
- Payment of 71 national staff through local payroll
- Payment of 125 individual contractors located in Entebbe through local payroll
- Payment of 900 vendors

Expected accomplishments	*Indicators of achievement*
2.7 Effective and efficient human resources services to clients	2.7.1 Timely filling of vacancies from Field Centre Review Board rosters (2011/12: N/A; 2012/13: 98 per cent within 90 days; 2013/14: 98 per cent within 90 days)
	2.7.2 Reduction in time to approve staff entitlements and benefits (2011/12: N/A; 2012/13: N/A; 2013/14: 98 per cent within 14 days)
	2.7.3 Reduction in processing time of travel entitlement travel (2011/12: N/A; 2012/13: N/A; 2013/14: 98 per cent within 14 days)
	2.7.4 Reduction in processing time of assignment grant (2011/12: N/A; 2012/13: N/A; 2013/14: 98 per cent within 5 days)
	2.7.5 Contract extensions completed on time for payroll (2011/12: N/A; 2012/13: N/A; 2013/14: 100 per cent)
	2.7.6 Reduction in the time for processing the settlement of final pay for separating staff (2011/12: N/A; 2012/13: N/A; 2013/14: 98 per cent within 30 days)
	2.7.7 Reduction in time for issuance of tickets for official travel (2011/12: N/A; 2012/13: N/A; 2013/14: 98 per cent within 7 days)
	2.7.8 Increase in the number of tickets issued 15 days prior to departure (2011/12: N/A; 2012/13: N/A; 2013/14: 75 per cent)
	2.7.9 Increased customer satisfaction rate for human resources services (2011/12: N/A; 2012/13: 70 per cent; 2013/14: 90 per cent)

Outputs

- Issuance of 59 offers for international positions
- Extension of 240 contracts for national and international staff
- Processing of 34 assignment grants
- Approval of 799 entitlements and benefits
- Issuance of 222 airline tickets, including civilian staff and uniformed personnel

Table 5
Human resources: Regional Service Centre, Entebbe

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Regional Service Centre team									
Deployed posts 2012/13	–	–	–	–	–	–	–	–	–
Proposed posts 2013/14	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	–	–	–	–	–
Finance Section									
Deployed posts 2012/13	–	–	–	–	–	–	–	–	–
Proposed posts 2013/14	–	–	–	–	4	**4**	1	–	**5**
Net change	–	–	–	–	**4**	**4**	**1**	–	**5**
Human Resources Section									
Deployed posts 2012/13	–	–	–	–	–	–	–	–	–
Proposed posts 2013/14	–	–	–	–	–	–	2	–	**2**
Net change	–	–	–	–	–	–	**2**	–	**2**
Communication, Information and Technology Section									
Deployed posts 2012/13	–	–	–	–	–	–	–	–	–
Proposed posts 2013/14	–	–	–	–	1	**1**	–	–	**1**
Net change	–	–	–	–	**1**	**1**	–	–	**1**
Check-in/Check-out									
Deployed posts 2012/13	–	–	–	–	–	–	–	–	–
Proposed posts 2013/14	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	–	–	–	–	–
Education grant									
Deployed posts 2012/13	–	–	–	–	–	–	–	–	–

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Proposed posts 2013/14	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	–	–	–	–	–
Regional training and conference centre									
Deployed posts 2012/13	–	–	–	–	–	–	–	–	–
Proposed posts 2013/14	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	–	–	–	–	–
Transportation and Movement Integrated Control Centre									
Deployed posts 2012/13	–	–	–	–	–	–	–	–	–
Proposed posts 2013/14	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	–	–	–	–	–
Grand total									
Deployed 2012/13	–	–	–	–	–	–	–	–	–
Proposed 2013/14	–	–	–	–	5	5	3	–	8
Net change	–	–	–	–	5	5	3	–	8

[a] Includes National Professional Officers and national General Service staff.

International staff: increase of 5 Field Service posts

National staff: increase of 3 national General Service posts

65. A total of eight posts (5 Field Service and 3 national General Service staff) are proposed to be redeployed from UNSOA to the Regional Service Centre in Entebbe. This comprises five Finance Assistant posts (4 Field Service and 1 national General Service) in Finance Section, one Billing Assistant post (Field Service) in Communication and Information Technology Section, and two Human Resources Assistant posts (national General Service) in Human Resources Section. Due to the efficiency from the services provided by the Regional Service Centre in Entebbe, it is proposed to abolish a P-4 post and a national General Service post in the UNSOA Finance Section.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	Expenditures (2011/12) (1)	Apportionment (2012/13) (2)	Cost estimates (2013/14) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Military and police personnel					
Military observers	–	–	–	–	–
Military contingents	58 340.6	101 939.8	94 947.1	(6 992.7)	(6.9)
AMISOM police	33.9	273.0	1 064.2	791.2	289.8
AMISOM formed police units	–	2 011.9	2 839.2	827.3	41.1
Subtotal	**58 374.5**	**104 224.7**	**98 850.5**	**(5 374.2)**	**(5.2)**
Civilian personnel					
International staff	28 278.2	37 251.3	39 933.8	2 682.5	7.2
National staff	4 026.4	4 792.7	4 865.6	72.9	1.5
United Nations Volunteers	–	–	–	–	–
General temporary assistance	42.9	–	166.7	166.7	–
Subtotal	**32 347.5**	**42 044.0**	**44 966.1**	**2 922.1**	**7.0**
Operational costs					
Government-provided personnel	–	–	–	–	–
Civilian electoral observers	–	–	–	–	–
Consultants	2 070.4	2 242.3	2 328.4	86.1	3.8
Official travel	1 981.5	2 006.3	2 011.7	5.4	0.3
Facilities and infrastructure	69 057.0	74 020.5	85 786.4	11 765.9	15.9
Ground transportation	29 515.9	34 775.7	32 332.3	(2 443.4)	(7.0)
Air transportation	2 183.9	46 150.9	54 135.1	7 984.2	17.3
Naval transportation	110.8	1 851.9	3 482.5	1 630.6	88.1
Communications	29 727.4	31 223.5	30 031.9	(1 191.6)	(3.8)
Information technology	8 319.7	7 287.3	9 220.3	1 933.0	26.5
Medical	14 164.1	25 418.3	20 623.8	(4 794.5)	(18.9)
Special equipment	–	–	–	–	–
Other supplies, services and equipment	39 904.7	65 659.6	64 670.2	(989.4)	(1.5)
Quick-impact projects	–	–	–	–	–
Subtotal	**197 035.4**	**290 636.3**	**[illegible] 622.6**	**13 986.3**	**4.8**
Gross requirements	**287 757.4**	**436 905.0**	**448 439.2**	**11 534.2**	**2.6**
Staff assessment income	3 294.2	3 350.8	3 798.2	447.4	13.4
Net requirements	**284 463.2**	**433 554.2**	**444 641.0**	**11 086.8**	**2.6**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**287 757.4**	**436 905.0**	**448 439.2**	**11 534.2**	**2.6**

B. Efficiency gains

66. The cost estimates for the period from 1 July 2013 to 30 June 2014 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Air operations	1 070	Coordinating with the United Nations Political Office for Somalia (UNPOS) in aviation services (i.e., sharing of cost of scheduled flights between Nairobi and Mogadishu) is expected to result in an approximately 30 per cent reduction in requirements for on-demand flight services
Fuel	1 480	Through efficient utilization of assets such as improving utilization of the seat capacities, overall fuel consumption is expected to be reduced
Total	**2 550**	

C. Vacancy factors

67. The cost estimates for the period from 1 July 2013 to 30 June 2014 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2011/12*	*Budgeted 2012/13*	*Projected 2013/14*[a]
Military and police personnel			
Military observers	–	–	–
Military contingents	7.9	10.0	5.0
AMISOM police	83.3	80.0	30.0
AMISOM formed police units	–	15.0	5.0
Civilian personnel			
International staff	14.3	19.7	15.0
National staff			
National Professional Officers	11.1	29.6	15.0
National General Service staff	15.0	15.2	15.0
United Nations Volunteers	–	–	–
Temporary positions[b]			
International staff	50.0	–	15.0
National staff	–	–	–
Government-provided personnel	–	–	–
Civilian electoral observers	–	–	–

(Footnotes on following page.)

[a] Rates reflect personnel in UNSOA, excluding the eight posts to be transferred to the Regional Service Centre in Entebbe, for which a 5 per cent delayed recruitment factor is applied for international staff and a 15 per cent delayed recruitment factor is applied for national staff.

[b] Funded under general temporary assistance.

68. The proposed vacancy factors are based on the UNSOA experience to date and take into account the mission-specific situation in relation to the deployment of uniformed personnel and the recruitment of civilian staff. Specifically in determining the rates for 2013/14, variables which were considered include the current vacancy rates, the rate of deployment or recruitment for the duration of the current fiscal year to date, as well as the circumstances UNSOA is expected to face in the budget period. For military contingents, given that the actual deployment rate stood at 94 per cent as of the end of November 2012 and that full deployment is expected by the end of June 2013, a delayed deployment factor of 5 per cent is proposed for the 2013/14 period to take into account any gaps such as those due to the rotation of troops. For AMISOM police, actual deployment stood at 30.5 per cent as of the end of December 2012; however, when taking into consideration the changing environment and the readiness of the police-contributing countries, a delayed factor of 30 per cent is proposed for 2013/14. For formed police, given that they have already been fully deployed, a delayed factor of 5 per cent is proposed for 2013/14 to take into account any gaps such as those due to the rotation of units.

D. Contingent-owned equipment: major equipment and self-sustainment

69. Requirements for the period from 1 July 2013 to 30 June 2014 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of $25,685,500 as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	24 064.2
Formed police units	1 621.3
Subtotal	**25 685.5**
Self-sustainment	
Facilities and infrastructure	–
Communications	–
Medical	–
Special equipment	–
Subtotal	**–**
Total	**25 685.5**

E. Training

70. The estimated resource requirements for training for the period from 1 July 2013 to 30 June 2014 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	121.9
Official travel	
Official travel, training	367.7
Other supplies, services and equipment	
Training fees, supplies and services	397.9
Total	**887.5**

71. The number of participants planned for the period from 1 July 2013 to 30 June 2014, compared to previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2011/12	*Planned 2012/13*	*Proposed 2013/14*	*Actual 2011/12*	*Planned 2012/13*	*Proposed 2013/14*	*Actual 2011/12*	*Planned 2012/13*	*Proposed 2013/14*
Internal	313	819	570	219	843	461	1 971	3 545	2 325
External[a]	37	83	42	11	18	18	–	–	–
Total	**350**	**902**	**612**	**230**	**861**	**479**	**1 917**	**3 545**	**2 325**

[a] Includes United Nations Logistics Base at Brindisi, Italy, and outside the mission area.

72. UNSOA personnel will be trained during the period to upgrade substantive and technical skills, as well as organizational competencies. The training provided will be mainly in the areas of security, procurement and contract management, human resources management, ground transportation, and medical support. UNSOA will provide AMISOM military, police and civilian personnel with training support targeted at building capacity in logistics and technical areas during the period. The training will include, but not be limited to the following areas: movement control; aviation; preventative maintenance; engineering; specialist equipment (generators, forklifts, boats, heavy vehicles); medical services; United Nations-specific training (sexual exploitation and abuse, conduct and discipline, international humanitarian law, protection of civilians); supply and vessel protection duties.

F. Mine detection and mine-clearing services

73. The estimated resource requirements for mine detection and mine-clearing services for the period 1 July 2013 to 30 June 2014 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Special equipment	
Mine detection and mine-clearing equipment	–
Other supplies, services and equipment	
Mine detection and mine-clearing services	42 400.0
Mine detection and mine-clearing supplies	–

74. During 2013/14, the United Nations Mine Action Service will continue to provide explosive management support. The 2012/13 planning assumptions did not incorporate an improvised explosive device mitigation capacity to support mobility operations, including route threat reduction for convoy movement. As UNSOA shifts from air supply to road movement for resupply and operations, a route verification capacity has been incorporated into the mine action component to minimize the risk of improvised explosive device attacks on convoys in all four sectors.

G. Regional Service Centre, Entebbe: financial resources

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

	Apportionment (2012/13)	*Cost estimates (2012/14)*	*Variance*	
			Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)=(2)-(1)*	*(4)=(3)÷(1)*
Civilian personnel				
International staff	–	736.3	736.3	–
National staff	–	42.1	42.1	–
United Nations Volunteers	–	–	–	–
General temporary assistance	–	–	–	–
Subtotal	**–**	**778.4**	**778.4**	**–**
Operational costs				
Consultants	14.5	39.4	24.9	171.7
Official travel	12.8	22.3	9.5	74.2
Facilities and infrastructure	473.7	787.4	313.7	66.2
Ground transportation	8.1	17.9	9.8	121.0
Air transportation	–	–	–	–
Communications	40.9	133.6	92.7	226.7
Information technology	109.8	141.9	32.1	29.2
Medical	4.7	9.1	4.4	93.6
Special equipment	–	–	–	–
Other supplies, services and equipment	6.6	13.3	6.7	101.5

Category	Apportionment (2012/13) (1)	Cost estimates (2012/14) (2)	Variance Amount (3)=(2)-(1)	Variance Percentage (4)=(3)÷(1)
Subtotal	**671.1**	**1 164.9**	**493.8**	**73.6**
Gross requirements	**671.1**	**1 943.3**	**1 272.2**	**189.6**
Staff assessment income	–	66.5	66.5	–
Net requirements	**671.1**	**1 876.8**	**1 205.7**	**179.7**
Voluntary contributions in kind (budgeted)	–	–	–	–
Total requirements	**671.1**	**1 943.3**	**1 272.2**	**189.6**

III. Analysis of variances[1]

75. The standard terminology applied with respect to the analysis of resource variances in this section are defined in annex I.B of the present report. The terminology used remains the same as in previous reports.

	Variance	
Military contingents	($6 992.7)	(6.9%)

- **Management**

76. The decreased requirements are attributable primarily to the non-deployment of contingent-owned equipment during the 2013/14 period as all AMISOM military personnel and associated contingent-owned equipment are expected to be deployed by 30 June 2013 ($6,145,600).

	Variance	
AMISOM police	$791.2	289.8%

- **Management**

77. The increased requirements are attributable primarily to the application of a lower delayed deployment factor to the rotation of AMISOM police officers based on expected deployment. A 30 per cent delayed deployment factor is applied to the costing in 2013/14 as compared to 80 per cent in 2012/13.

	Variance	
AMISOM formed police units	$827.3	41.1%

- **External**

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

78. The increased requirements relate primarily to reimbursement cost of contingent-owned equipment ($948,700), reflecting the signed memorandum of understanding between the African Union Commission and police-contributing countries, whereas the provision in the 2012/13 budget estimates were based on factors including the costs of contingent-owned equipment of another mission.

	Variance	
International staff	$2 682.5	7.2%

- **Management**

79. The increased requirements are attributable mainly to the net increase of 17 international staff including (a) 8 proposed new posts (Field Service) in the Safety and Security Section; (b) the establishment of 11 posts in the Safety and Security Section (2 P-3, 7 Field Service) and Communication and Information Technology Service (2 Field Service) due to the transfer of functions that are funded under the budget of UNPOS until 30 June 2013; and (c) the abolishment of 1 D-1 post formerly in Administrative Services, and 1 P-4 post in the Finance Section. The estimates reflect the costs associated with the deployment of a total of 240 international staff (including 5 posts transferring to the Regional Service Centre) and the application of a 15 per cent delayed recruitment factor. The eight new posts are phased in at only six months, taking into account the anticipated recruitment timelines.

	Variance	
General temporary assistance	$166.7	–

- **Management**

80. The estimated requirements relate to a proposed new position at the P-4 level in the Finance Section to undertake Umoja and IPSAS-related responsibilities. An additional P-4 position is necessary to accommodate the temporary workload caused by the implementation of IPSAS and Umoja.

	Variance	
Facilities and infrastructure	$11 765.9	15.9%

- **Management**

81. The increased requirements are attributable primarily to (a) higher maintenance service costs mainly relating to camp management services in Mogadishu in order to support 6,800 AMISOM uniformed personnel and civilian personnel ($7,979,000), and (b) higher estimated costs for petrol, oil and lubricants mainly reflecting the operation and maintenance of 10 fuel distribution points across south central Somalia under the fuel turnkey contractual arrangement as compared to 6 sites in the 2012/13 period ($3,145,500). Higher requirements are offset in part by decreased requirements for maintenance supplies, owing to provisions made during the prior period ($1,852,100).

	Variance	
Ground transportation	($2 443.4)	(7.0%)

- **Management**

82. The variance is attributable primarily to reduced requirements for the acquisition of vehicles, owing to acquisitions made in 2012/13 ($7,196,800). It is partially offset by higher estimated costs for petrol, oil and lubricants mainly reflecting the operation and maintenance of 10 fuel distribution points across south central Somalia under the fuel turnkey contractual arrangement as compared to 6 sites in the 2012/13 period ($3,620,100).

	Variance	
Air transportation	$7 984.2	17.3%

- **Management**

83. The increased requirements are attributable primarily to: (a) equipment and supplies for air operations infrastructures, including support of the AMISOM air component in Somalia, particularly in sectors 2 and 4, which includes a fire response capacity at Kismaayo and Belet Weyne airports ($2,299,500); (b) higher rental and operation costs for helicopters ($1,940,500), reflecting contractual arrangements and for fixed-wing aircraft ($1,837,500) owing to the deployment of a dedicated aircraft related to the deployment of AMISOM personnel in sectors 2, 3 and 4; and (c) higher provision for petrol, oil and lubricants with an estimated consumption of 3.8 million litres at an average unit cost of $1.8 per litre whereas the provision for 2012/13 was with an estimated consumption of 4.4 million litres at an average unit cost of $1.2 per litre for 2012/13 ($1,515,800).

	Variance	
Naval transportation	$1 630.6	88.1%

- **Management**

84. The increased requirements are attributable primarily to higher provision for petrol, oil and lubricants mainly reflecting the operation and maintenance of 10 fuel distribution points across south central Somalia under the fuel turnkey contractual arrangement as compared to 6 sites in the 2012/13 period ($1,303,900).

	Variance	
Communications	($1 191.6)	(3.8%)

- **Management**

85. The variance is attributable primarily to lower acquisition of communications equipment owing to acquisitions made during the prior period ($1,489,700) and lower requirements related to public information services owing mainly to modification of the AMISOM communication strategy programme in line with the evolving situation in Somalia and the gains made by AMISOM operations to date ($1,148,200). The decrease is partially offset by increased requirements for spare parts owing to harsh conditions in-theatre ($659,700), and for commercial

communication related mainly to a higher number of transponder links for the implementation of the data recovery and business continuity plan in Entebbe ($635,300).

	Variance	
Information technology	$1 933.0	26.5%

- **Management**

86. The increased requirements are attributable mainly to the acquisition of equipment primarily for the implementation of the data recovery and business continuity plan in Entebbe and replacement of obsolete equipment ($1,320,400), and for information technology services related primarily to outsourced civilian personnel expertise in the sectors and the various camps in Mogadishu in support of AMISOM and UNSOA ($414,100).

	Variance	
Medical	($4 794.5)	(18.9%)

- **Management**

87. The variance is attributable mainly to a lower expected number of medical evacuations and hospitalizations ($3,867,000).

	Variance	
Other supplies, services and equipment	($989.4)	(1.5%)

- **Management**

88. The variance is attributable primarily to a lower requirement for predeployment and in-mission training of AMISOM personnel ($518,200), and lower estimated freight and related costs primarily for the movement of vessels ($355,700).

IV. Action to be taken by the General Assembly

89. **The action to be taken by the General Assembly in connection with the financing of the logistical support for AMISOM is:**

(a) **Appropriation of the amount of $448,439,200 for the 12-month period from 1 July 2013 to 30 June 2014;**

(b) **Assessment of the amount in paragraph (a) above at a monthly rate of $37,369,933 should the Security Council decide to continue the mandate of the logistical support for AMISOM.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 66/264 and 66/280, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and of the United Nations Board of Auditors and the Office of Internal Oversight Services

A. General Assembly

Cross-cutting issues

(Resolution 66/264, sect. II)

Decision request	*Action taken to implement decision request*
Notes some recent improvements in the vacancy and turnover rates for civilian staff, while recognizing scope for improvement, and therefore requests the Secretary-General to ensure that vacant posts are filled expeditiously (para. 21)	UNSOA continues to place emphasis on effective recruitment processes. In the periods 2010/11 and 2011/12, 103 and 74 staff members were recruited respectively. In the same period, the average vacancy rate was reduced from 18 per cent to 14 per cent for international and from 16 per cent to 14 per cent for national staff respectively
Underlines the importance of the Secretary-General comprehensively reviewing the civilian staffing requirements for each peacekeeping mission, with particular attention to the feasibility of nationalizing Field Service posts and improving the ratio of substantive to support staff, in particular when there is a significant change in mandate or authorized force levels, to ensure that the civilian staffing structure is appropriate to effectively implement the current mission mandate and that it reflects staffing best practices across missions (para. 23)	Historically, UNSOA has reviewed its staffing requirement more frequently than on an annual basis, owing to the changes in mandate and multiple associated resourcing requirements. For the 2012/13 period, UNSOA submitted a revised organizational structure and composition in the light of the changed mandate provided through Security Council resolution 2036 (2012), and increased the number of staff in the organization with a special emphasis on having more staff in-theatre. For 2013/14, UNSOA proposes to adjust the organizational structure to better suit the increased planning and implementing capacity of AMISOM in Mogadishu by deploying even more staff in-theatre. The changes are made while recognizing that UNSOA has a low ratio of support staff to troops

(Resolution 66/264, sect. III)

Decision request	*Action taken to implement decision request*
Welcomes improvements regarding, inter alia, the physical verification of non-expendable property, stresses the importance of strengthening the full cycle of supply chain management within peacekeeping operations, and in this regard reiterates its request to the Secretary-General to strengthen internal controls in the management of such assets to ensure adequate safeguards to prevent waste and	UNSOA accomplished over 99 per cent physical verification of non-expendable property during the fiscal year ending 30 June 2012. Furthermore, as UNSOA recognizes the importance of continued review of supply chain management, it is proposing a reorganization of its asset management functions in 2013/14 in order to strengthen internal controls and enhance effectiveness in operations

Decision request	*Action taken to implement decision request*
financial loss to the Organization (para. 30)	
[...] Requests the Secretary-General to ensure the application of liberty usage guidelines for all mission vehicles and to report thereon in his next overview report on the financing of the United Nations peacekeeping operations (para. 31)	UNSOA issued an administrative instruction with regard to liberty travel on 5 August 2011 and has been recording liberty usage and associated expenditure and charges since July 2011 for both UNSOA and UNPOS

Financing of the African Union Mission in Somalia

(Resolution 66/280)

Decision request	*Action taken to implement decision request*
Requests the Secretary-General to take appropriate measures to ensure effectiveness, efficiency and transparency with regard to the use of United Nations resources, bearing in mind the specific nature of the support package (para. 4)	UNSOA continues to work within its overall strategy of a small workforce supported by commercial vendors and organic ability of the AMISOM force, thus ensuring effectiveness and efficiency. Regular periodic monitoring of performance indicators ensures that targets are set and achieved in terms of service delivery, and increases transparency of what UNSOA provides
Stresses the importance of strict adherence to the existing United Nations procurement regulations and rules (para. 5)	UNSOA works closely with United Nations Headquarters and complies fully with the delegated procurement authority according to the Procurement Manual and the Financial Regulations and Rules of the United Nations
Notes with concern the high casualty rate and the continuing significant security challenges faced by United Nations personnel and military personnel of the Mission, and requests the Secretary-General to continue to take additional measures to ensure the safety and security of all personnel participating in the Mission, bearing in mind paragraphs 5 and 6 of Security Council resolution 1502 (2003) of 26 August 2003 (para. 6)	UNSOA continues to be an active component of the Somalia Security Management System to meet the evolving security threat against United Nations staff fulfilling the UNSOA mandate in-theatre. Security considerations are closely integrated into the design and conduct of UNSOA field activities. UNSOA constructs office and living accommodation in compliance with the current upgraded country-specific operational security standards; and movement of UNSOA staff in Mogadishu and across Somalia is performed in compliance with the current standard operational procedures. UNSOA has made progress in enhancing medical systems to respond to critical incidents with high casualty rates. Advances were also made in the area of aviation safety and medical evacuation and casualty evacuation response

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(A/66/718)

Request recommendation	*Action taken to implement request recommendation*
To facilitate an assessment of the impact of efficiency measures on budget implementation, the Advisory Committee is of the view that, where applicable, in the context of the analysis of variances, budget performance reports should include details of savings resulting from the implementation of efficiency measures (see also para. 23 below) (para. 19)	UNSOA provides extensive explanations in its analysis of variances in the budget performance report that clearly outline the reasons for savings, and make a distinction on savings from efficiency measures and underexpenditure resulting from other factors
The Advisory Committee is of the view that, in the preparation of the budget performance reports for the 2011/12 period, a distinction must be made between any savings which derive from the implementation of efficiency measures and underexpenditures resulting from other factors (para. 23)	UNSOA provides extensive explanations in its analysis of variances in the budget performance report that clearly outline the reasons for savings, and make a distinction on savings from efficiency measures and underexpenditure resulting from other factors
In this regard, the Advisory Committee also cautions against equating the deferral of capital expenditures with the implementation of sustainable efficiency measures that are based on changes in business processes which enable the more cost-efficient delivery of mandates. The Advisory Committee further expects that careful planning will be undertaken to ensure that any restoration of delayed capital expenditures during the 2012/13 period does not create a significant additional financial burden on Member States in subsequent financial periods (para. 34)	The Resource Efficiency Group in Headquarters ensures that all investments are carefully aligned with operational requirements and existing asset levels and all major acquisition proposals are considered by the Resource Efficiency Group in the early stages of each year's budget development process. This dedicated consideration of the proposals assists in ensuring that requirements included in budget proposals are prudent and targeted towards needed and achievable priorities
The Advisory Committee is of the view that the delayed deployment factors and vacancy rates to be applied should be based on fully justified budgetary assumptions that take into account both historical data and foreseeable factors. In this regard, clear justification should be provided in budget documents for the rates used, particularly when these differ from the actual rates at the time of budget preparation (para. 36)	This recommendation has been implemented. The delayed deployment and recruitment factors used in the 2013/14 budget take into account all relevant factors, including the actual average vacancy rates for each category of personnel in the most recent completed performance period, the actual average vacancy rate for each category of personnel in the currently ongoing budget period, and other relevant mission-specific information provided by the Department of Field Support in relation to the generation and deployment of uniformed personnel and the recruitment of civilian staff that would affect vacancy rates, as reflected in the planned deployment schedules of military and civilian personnel

Request recommendation	*Action taken to implement request recommendation*
The Advisory Committee considers that the human resources management reforms approved by the General Assembly in recent years and the availability of pre-cleared candidates on the roster should result in a demonstrable and sustained reduction in actual vacancy rates for civilian staff throughout peacekeeping operations. The Committee is therefore of the view that this issue should be kept under review in the context of future budget submission (para. 38)	UNSOA has benefited from the reforms and the creation of rosters and pre-cleared candidates, which can be seen in the continuous reduction in vacancy rates. The Human Resources Section has been active in this regard and provided programme managers with lists of pre-cleared candidates, as well as a list of candidates from downsizing missions and by following up with programme managers periodically to ensure that vacant posts are filled expeditiously and in line with the Field Personnel Division guidelines on the staff selection system. The Human Resources Section furthermore provides recruitment statistics on a regular basis to mission senior managers in order to assist in the tracking of vacant posts
The Advisory Committee reiterates its position that the continuing requirement for long-vacant posts should be reviewed on an ongoing basis and, in particular, before requests for new posts are made to the General Assembly (see A/65/743, para. 43, and A/66/7, para. 92). It is not clear to the Committee that such reviews are being systematically undertaken by each peacekeeping operation. In this regard, it is recalled that in the context of the proposed programme budget, the General Assembly, in its resolution 66/246, endorsed the recommendation of the Advisory Committee that the continuing need for posts that have been vacant for two years or longer should be rejustified together with an explanation for the vacancy (see A/66/7, paras. 92 and 93). The Committee recommends that a similar requirement apply to posts in peacekeeping operations and that information on posts that have been vacant for two years or longer should be included in mission budget proposals, along with specific justification for any that are proposed for retention (para. 54)	UNSOA does not have any posts that have been vacant for more than two years
In this regard, the Advisory Committee remains concerned at the proportion of peacekeeping training resources that are for training-related travel. The Committee reiterates its position that travel for training should be kept under close review and limited to the extent possible (see A/65/743, para. 135) (para. 74)	UNSOA continues to review its training requirements to provide capacity-building opportunities to staff members that are both effective and efficient. In this regard, UNSOA has continuously aimed at using the existing in-house and United Nations Office at Nairobi-provided resources to the highest degree possible, and to engage contracted services to deliver training to groups at the respective duty station to minimize travel

Request/recommendation	*Action taken to implement request/recommendation*
The Committee recommends that in future reports on benefits and cost savings, further effort be made to gather and provide reliable supporting information to enable the cause and effect relationships between actions taken and any reported benefits or savings being reported to be clearly demonstrated. The Committee notes that reporting on the evaluation of the impact of efficiency measures on mandate and service delivery remains deficient at this stage (see also para. 33 above) (para. 86)	The Resource Efficiency Group continues to work to identify and sustain improved resourcing practices that will achieve measurable reductions in costs without an adverse impact on mandate delivery. A portfolio of resource efficiency projects has been identified in a comprehensive effort, supported by the implementation of the Global Field Support Strategy, at improving resource management and reporting. The framework implemented by the Resource Efficiency Group also aims to enhance the capacity to properly assess and report gains in cost-effectiveness, including needed distinctions between savings and underspending of budgeted resources
The Advisory Committee recommends that the Secretary-General be requested to review vehicle and information technology equipment holdings in peacekeeping operations and to align such holdings with the standard ratios established by the Department of Field Support and promulgated in the Standard Cost and Ratio Manual. The Committee requests that information in that regard be provided in the context of the next overview report. The Committee recognizes that mission-specific operational circumstances may exist that justify holdings in excess of the standard ratios and requests that, where applicable, such justification be clearly outlined in the 2013/14 budget proposals for the missions concerned (para. 91)	UNSOA continues to review its holdings on an annual basis, in order to conform to the ratios set by the Department of Field Support. In fact, in accordance with tables 9 and 10 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/66/718), UNSOA held fewer vehicles and computing devices at that time than a strict application of the ceiling of the ratios would provide UNSOA continues to move towards the application of standard ratios of computing devices; with currently projected holdings of 641 computing devices for 486 personnel (401 UNSOA staff and 85 AMISOM Staff Officers) as of 30 June 2014. The remaining 203 computing devices are divided between Training, Internet Cafe and billing function with 124 computers retained as spare. While this ratio is relatively high, it is justified by the exceptionally harsh work environment in Mogadishu, where heat, dust, humidity and salt causes equipment failures beyond average wear and tear The UNSOA vehicle holdings continue to remain within the ratios established by the Department of Field Support
The Committee is of the view that the holdings of information technology equipment by peacekeeping operations should also be based on planned deployment levels of personnel for the period concerned or, if higher, on actual deployment in the mission, rather than on the full authorized level of personnel (para. 92)	UNSOA continues to review its holdings on an annual basis, and conforms to the ratios set by the Department of Field Support. In fact, in accordance with tables 9 and 10 of the report of the Advisory Committee (A/66/718), UNSOA held fewer vehicles and computing devices than a strict application of the ceiling of the ratios would provide
The Committee is of the view that Rotation Coordinators provide a valuable service to troop- and police-contributing countries and expects that the Secretary-General will seek to identify the resources necessary to ensure their use (para. 102)	UNSOA has historically dispatched movement control personnel to the troop-contributing countries for the purpose of planning and executing deployments and rotations of troops and contingent-owned equipment, in addition to predeployment missions. In 2011/12, the

Request/recommendation	*Action taken to implement request/recommendation*
	Movement Control Section undertook 21 trips with a team consisting of 2 staff members to troop-contributing countries for a total of 149 days (298 for 2 staff members) spent outside the office on duty. The effort has been successful and the practice is set to continue in the forthcoming period
The Committee further requests that future budget proposals for peacekeeping operations include specific information on all construction projects for which resources of more than $1 million are sought for the financial period in question (para. 106)	This request has been implemented in the 2013/14 budget
The Advisory Committee notes the actions taken to transfer vehicles between missions to meet emerging requirements but remains of the view that a further review of the vehicle holdings of peacekeeping missions is required (para. 110)	UNSOA continues to review its holdings on an annual basis, and conforms to the ratios set by the Department of Field Support. In fact, pursuant to table 10 of the report of the Advisory Committee (A/66/718), UNSOA held fewer vehicles than a strict application of the ceiling of the ratios would provide
The Committee recognizes that operational developments may, on occasion, lead to additional requirements for travel. The Committee is concerned, however, about the level of overexpenditure on travel reported for the 2010/11 period. The Committee stresses the importance that travel requirements be properly budgeted and that every effort be made to ensure that travel expenditures remain within approved provisions (para. 137)	UNSOA agrees with the recommendation and confirms that the travel budget is managed actively by sections, services and the Director. In 2011/12, however, UNSOA had to undertake additional travel that was necessary to support AMISOM and troop-contributing countries in developing the revised military strategy and concept of support operations, and to plan for and execute the deployment of additional troops in new locations following adoption of Security Council resolution 2036 (2012) (including predeployment visits and inspections and training)
The Committee notes the reduction in the provision for official travel but is of the view that requirements in this area should continue to be kept under close review. While the Committee accepts that the effective delivery of mandates necessitates travel, it is concerned about the disruption to the day-to-day work of staff and the possible impact on programme delivery of prolonged absences from duty stations (see also A/66/739, paras. 3 and 26). As such, the Committee considers that maximum use should be made of advances in information and communications technology and other methods of representation to reduce the need for travel. The Committee has also raised particular concerns about the level of training-related travel being undertaken (para. 138)	UNSOA confirms that the travel budget is managed actively by sections, services and the Director; and that information and communications technology is used to the degree possible in limiting travel. It should be noted, however, that UNSOA supports six current and future troop- and police-contributing countries that require significant hands-on support. In addition, as UNSOA supports a regional organization with operations that are affected by a large number of international partners, travel will always be an essential component of the planning and implementation processes of the organization

Financing of the African Union Mission in Somalia

(A/66/718/Add.19)

Request recommendation	*Action taken to implement request recommendation*
The Advisory Committee continues to stress the value of the findings of the Board of Auditors and reiterates the need for the implementation of its recommendations within the time frames specified by the Secretary-General (para. 3)	UNSOA continues to work to implement the Board's recommendations. As at 31 December 2012, 12 recommendations remained open from previous periods. UNSOA has implemented seven of those recommendations and submitted additional evidence to the Board. The evidence is being reviewed by the Board and UNSOA expects the recommendations to be closed shortly. The remaining five are related largely to physical verification of non-expendable property and delay in delivery of goods, which are being closely monitored at various levels of UNSOA management and addressed through progressive corrective action. The Board issued nine additional recommendations in December 2012 for the period 2011/12. Of these, seven are being implemented as expeditiously as possible and two have not been accepted
The Advisory Committee expects that reimbursement of contingent-owned equipment will be made promptly (para. 16)	UNSOA works together with United Nations Headquarters in managing the reimbursement of contingent-owned equipment, which is done in accordance with established procedures and guidelines. The latest reimbursement payment was made in December 2012 based on cash availability
The Advisory Committee notes that paragraph 36 of the budget report indicates that the Director of UNSOA is a member of the Regional Service Centre Steering Committee and trusts that UNSOA will use this mechanism to explore further options to enhance cooperation between the mission and the Regional Service Centre at Entebbe (para. 18)	UNSOA is an active member of the Steering Committee. In 2013/14, eight posts will be transferred to the Centre
The Advisory Committee regrets that the information regarding the computation of the delayed deployment factor and the current levels of troop deployment was not provided in the budget report or in the supplementary information and urges the Secretary-General to ensure that future budgetary documents include full details as to the computation of the delayed deployment factor and the levels of troop deployment (para. 24)	The delayed recruitment factors for staff and delayed deployment factors for uniformed personnel have been adjusted based on analysis of recruitment trends, changes to staffing tables, deployment plans for UNSOA and mandated increases in troop strength. UNSOA will continue with this approach and provide sufficient detail on the methodology in its budget submissions. In response to the Committee's request, more comprehensive explanations to the delayed deployment and recruitment factors budgeted for have been included in the present budget report

Request recommendation	*Action taken to implement request recommendation*
In view of the downsizing of the Mombasa Support Base and the increased presence in Mogadishu, the Advisory Committee recommends that UNSOA should review the functions currently being performed at the Mombasa Support Base to determine whether additional functions can be transferred out of Mombasa. The results of such a review should be reflected in the proposed budget of UNSOA for 2013/14 (para. 59)	UNSOA has undertaken a review of its operations and, in 2012/13, adjusted its structure around a Nairobi headquarters that focuses on policy, financial management, strategic planning, administrative functions, and a transactional back office; and Somalia operations that manage the implementation and tactical areas of the activities. The posture of the mission will change, with more civilian personnel at all levels deploying to Somalia. The Somalia operations will be strengthened with more staff and functions, and realigned reporting lines that will place the emphasis on effective delivery in-theatre. The Mombasa Support Base will continue to provide the rear logistic and support capacity, receiving and inspection services for assets and supplies not delivered to Mogadishu, training and information and communications technology hub services; and UNSOA will transfer some functions and staff to the Regional Service Centre in Entebbe. Mombasa will have fewer staff. However, a physical downsizing is not planned owing to the requirement to support sector 2 via the road from Kenya, and to maintain capacity in a low-risk environment as a fall-back option in case of sudden changes in the operating environment in Somalia
The Advisory Committee trusts that the support provided to AMISOM will optimize provisions for accommodation and welfare facilities (para. 60)	The budget includes funding for accommodation in accordance with the results-based-budgeting framework. The resources did not, however, cover AMISOM welfare activities as they are currently not covered by the logistical support package
The Advisory Committee encourages the mission to limit its requirements for official travel to what is essentially needed to fulfil mandated activities (para. 64)	UNSOA confirms that the travel budget is managed actively by sections, services and the Director; and that information and communications technology is used to the degree possible in limiting travel. It should be noted, however, that UNSOA supports six current and future troop- and police-contributing countries that require significant hands-on support. In addition, as UNSOA supports a regional organization with operations that are affected by a large number of international partners, travel will always be an essential component of the planning and implementation processes of the organization

Request recommendation	*Action taken to implement request recommendation*
The Advisory Committee is concerned about the heavy schedule of construction projects that UNSOA has to undertake and expects that the Office will supervise all construction projects closely to ensure that the schedule is manageable and delivered as quickly as possible. The Committee is also of the view that more direct support and oversight by Headquarters is required to ensure the effective planning and implementation of major construction projects in peacekeeping operations (para. 69)	UNSOA works closely with the Logistics Support Division, Department of Field Support, on the development of project documents within the budget context and receives guidance from headquarters and the Global Service Centre on project development. UNSOA intends to better coordinate, manage and oversee all construction projects in the budget period
The Advisory Committee notes the measures taken so far by UNSOA to implement the recommendations of the Board of Auditors and trusts that the remaining recommendations will be implemented in a timely manner (para. 70)	UNSOA continues to work to implement the Board's recommendations. As at 31 December 2012, 12 recommendations remained open from previous periods. UNSOA has implemented 7 of those recommendations and submitted additional evidence to the Board. The evidence is being reviewed by the Board and UNSOA expects the recommendations to be closed shortly. The remaining five are related largely to physical verification of non-expendable property and delay in delivery of goods, which are being closely monitored at various levels on UNSOA management and addressed through progressive corrective action. The Board issued nine additional recommendations in December 2012 for the period 2011/12. Of these, seven are being implemented as expeditiously as possible and two have not been accepted
The Advisory Committee concurs with the recommendations of the Board of Auditors in this regard [procurement] and urges the timely implementation of the recommendations (para. 73)	UNSOA continues to work to implement the Board's recommendations
The Advisory Committee concurs with the recommendations of the Board and encourages UNSOA to closely monitor its inventory of assets and make additional reductions where possible (para. 74)	UNSOA continues to carefully review its inventory holdings with the goal of aligning it to the Department of Field Support stock ratio guidelines. The approach includes the routine analysis of holdings to identify possible write-offs and identification of any surplus assets. Concurrently, UNSOA must be mindful that AMISOM, its main client, continues to expand its operation. Asset utilization is anticipated to improve significantly as planned projects are actually implemented

Request/recommendation	*Action taken to implement request/recommendation*
In this regard, the Advisory Committee trusts that the Board of Auditors will pay attention to these expenditures [air transportation] in the context of its future audits in order to ascertain the reasons for the high expenditure with a view to preventing any reoccurrence (para. 75)	UNSOA continues to place emphasis on managing its aviation services budget and expenditure with a view to reducing the overall cost to the mission and ultimately Member States. The cost per passenger moved has been steadily reduced since the inception of UNSOA, and the mission is making every effort to continue the trend. In 2011/12, for example, UNSOA had an underexpenditure of 7.5 per cent for aviation services

C. Board of Auditors

(A/66/5 (Vol. II, chap. II))

Request/recommendation	*Action taken to implement request/recommendation*
The Board recommends that the Administration require field missions to strictly adhere to the Controller's requirement that they seek prior approval for redeployments prior to incurring expenditures (para. 48)	Implemented. UNSOA has consistently implemented the instructions issued by the Controller since the recommendation, and the Board has closed this recommendation
The Board also recommends that the Administration enhance the existing monitoring and review of budgetary redeployments to ensure that they are fully justified as they arise and before expenditures are incurred (para. 49)	Implemented. UNSOA has consistently implemented the instructions issued by the Controller since the recommendation. Requests for redeployment are thoroughly reviewed at Headquarters. The Board has closed this recommendation
The Board recommends that the Department of Field Support require missions to conduct a physical count of expendable property periodically and enhance the coverage of the physical count to obtain the assurance of the accuracy of the data recorded in the Galileo system (para. 73)	UNSOA conducted a physical count of expendable property as at 30 June 2012 in order to ensure the accuracy of the data recorded in the Galileo system and achieved a 99 per cent physical verification rate. In addition, a monitoring tool issued by the Department of Field Support is utilized to monitor the achievement on a bimonthly basis. A best practice mechanism has also been established to ensure that a physical verification of 100 per cent of expendable property is conducted upon the arrival of consignments; and a follow-up physical count is carried out in the warehouse at least once per fiscal year
The Administration agreed with the Board's recommendation that the Department of Field Support should require missions and UNLB to comply strictly with its directive on using existing strategic deployment stocks holdings wherever possible (para. 104)	UNSOA has started reviewing strategic deployment stock inventory for the availability of needed assets, and has committed to use strategic deployment stock whenever economically beneficial, with the intention of reducing the overall acquisitions costs of these items

Request recommendation	*Action taken to implement request recommendation*
The Board recommends that the Administration systematically strengthen the mechanisms in place to monitor the splitting of awards, ex post facto cases and awards made on an exigency basis, and to ensure that they comply with the Procurement Manual (para. 114)	UNSOA has established mechanisms to address earlier weaknesses and to avoid ex post facto cases. The mechanisms include continuous coordination meetings with self-accounting units, monitoring by the Contracts Management Section, a tracking tool to monitor contract durations and the procurement process. In cases where ex post facto decisions occur, UNSOA ensures that the procedure as outlined in the mission delegation of procurement authority and the Procurement Manual are strictly adhered to. In addition, UNSOA is also conducting capacity-building initiatives to and awareness programmes on the issues of ex post facto cases, splitting of awards and circumstances under which exigencies can be acceptable in accordance with the Procurement Manual and the Financial Regulations and Rules of the United Nations
The Board also recommends that the Department of Field Support ensure that UNSOA fully complies with the delegated procurement authority according to the Procurement Manual and the Financial Regulations and Rules of the United Nations (para. 115)	UNSOA works closely with the Department of Field Support and the Procurement Division, Department of Management, and complies fully with the delegated procurement authority according to the Procurement Manual and the Financial Regulations and Rules of the United Nations
Given the recurring nature of the deficiencies in vehicle entitlements, the Board recommends that the Department of Field Support carry out a thorough review of mission vehicle entitlement to identify the scope for savings (para. 216)	Given that UNSOA is located in a family duty station, the mission management encourages internationally recruited staff to use their entitlements to acquire personal vehicles

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see section I):

- **Post establishment**. A new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**. An approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**. An approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**. An approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**. An approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**. Three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

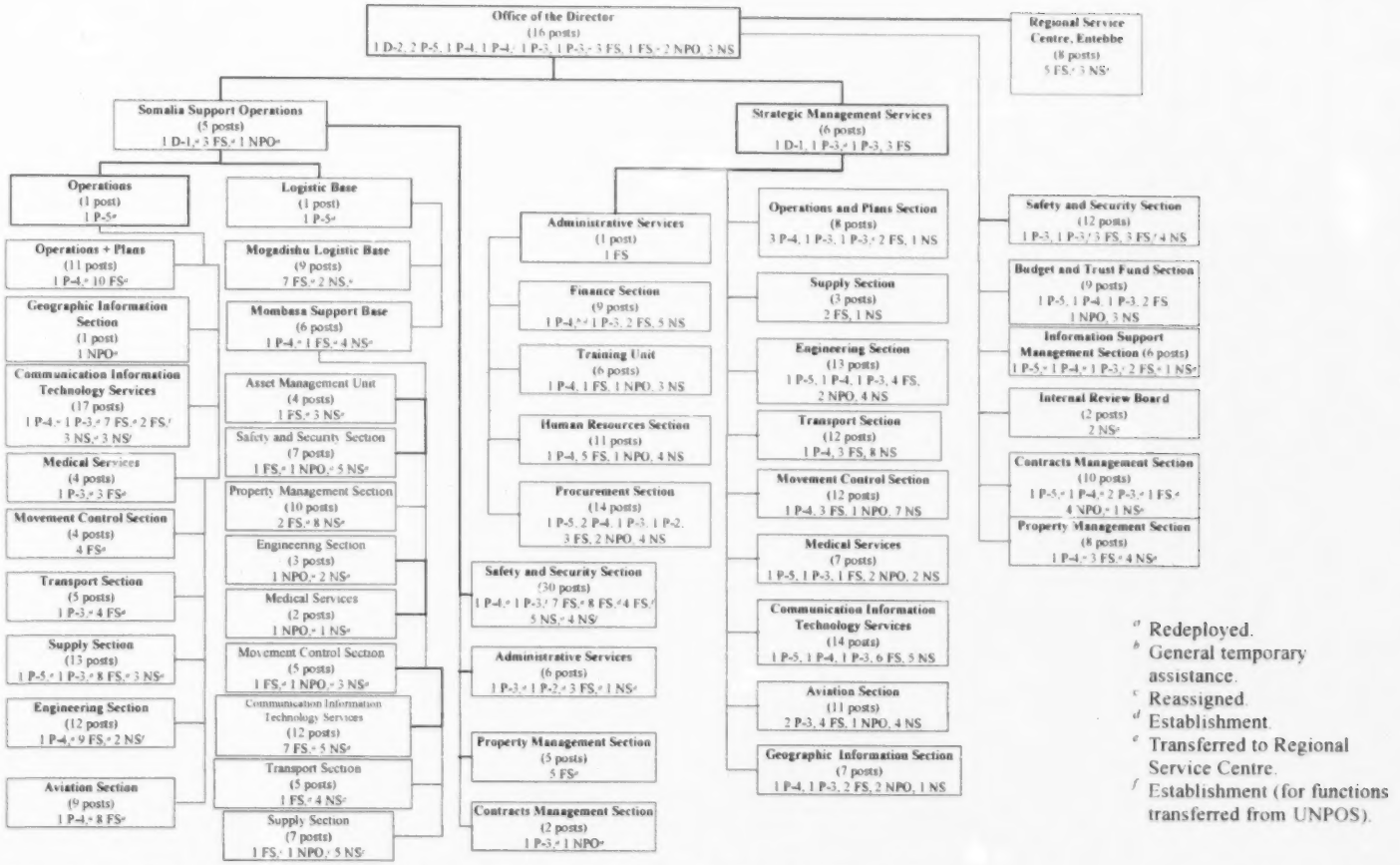
- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate

- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g. by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

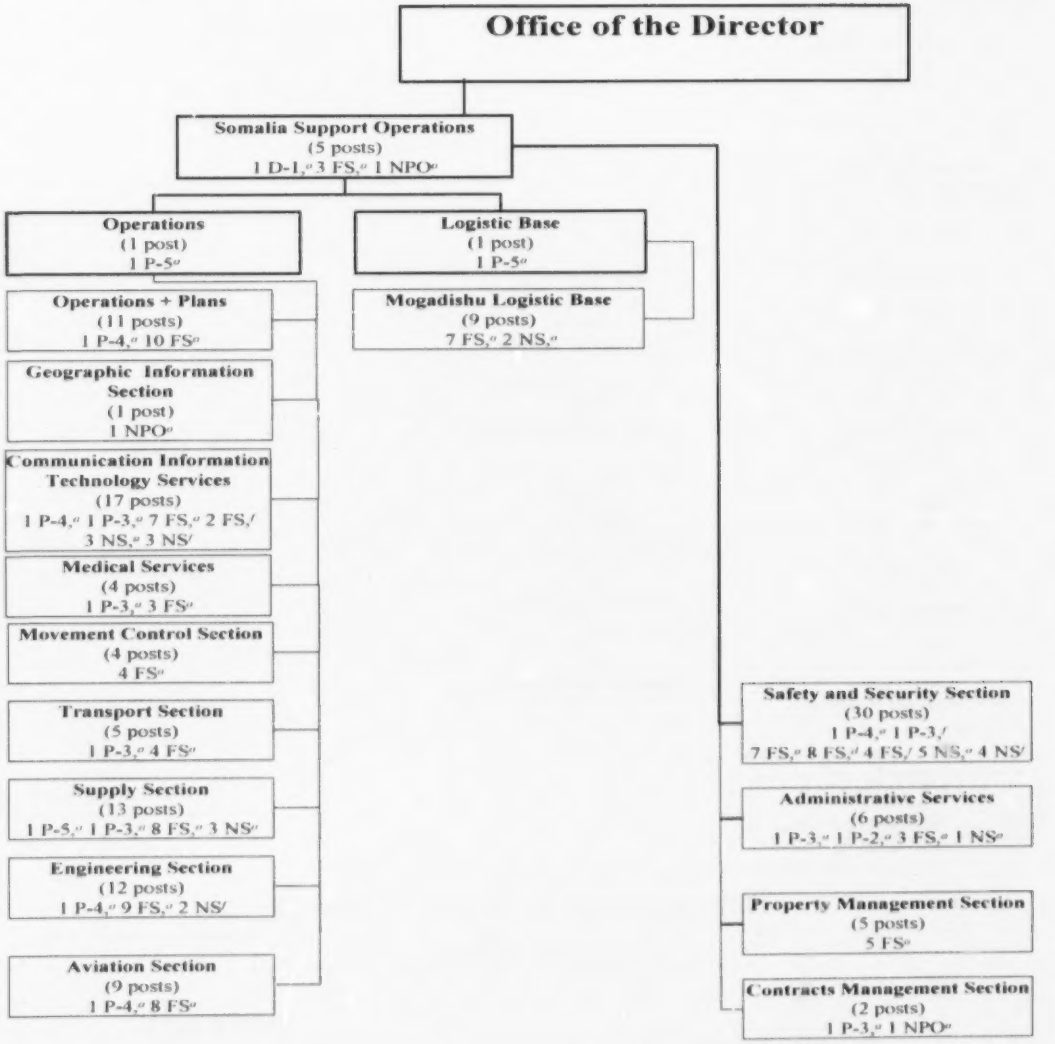
Organization charts

A. United Nations Support Office for the African Union Mission in Somalia (401 posts)

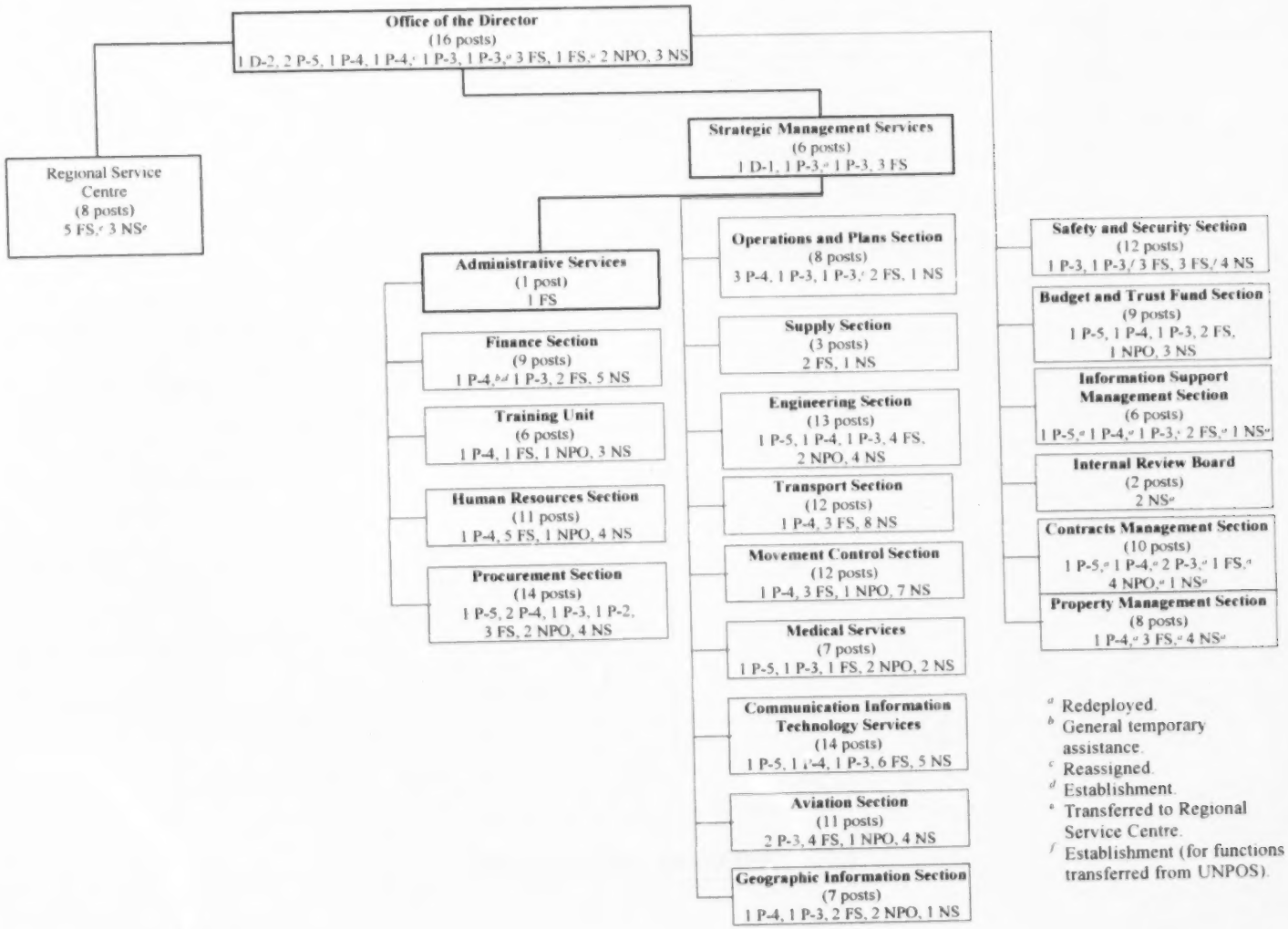


Abbreviations: FS, Field Service; NS, national General Service; NPO, National Professional Officer.

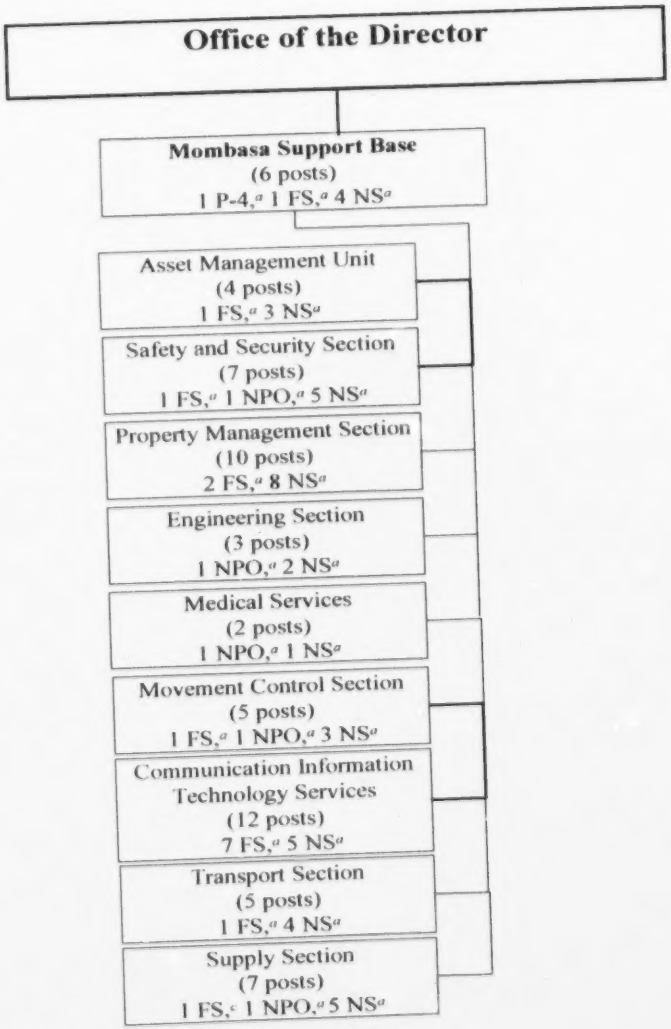
B. UNSOA — Mogadishu (135 posts)



C. UNSOA — Nairobi and Regional Service Centre, Entebbe (205 posts)


Office of the Director
(16 posts)
1 D-2, 2 P-5, 1 P-4, 1 P-4,[c] 1 P-3, 1 P-3,[a] 3 FS, 1 FS,[e] 2 NPO, 3 NS
Regional Service Centre
(8 posts)
5 FS,[c] 3 NS[c]
Strategic Management Services
(6 posts)
1 D-1, 1 P-3,[a] 1 P-3, 3 FS
Administrative Services
(1 post)
1 FS
Finance Section
(9 posts)
1 P-4,[b,d] 1 P-3, 2 FS, 5 NS
Training Unit
(6 posts)
1 P-4, 1 FS, 1 NPO, 3 NS
Human Resources Section
(11 posts)
1 P-4, 5 FS, 1 NPO, 4 NS
Procurement Section
(14 posts)
1 P-5, 2 P-4, 1 P-3, 1 P-2, 3 FS, 2 NPO, 4 NS
Operations and Plans Section
(8 posts)
3 P-4, 1 P-3, 1 P-3,[c] 2 FS, 1 NS
Supply Section
(3 posts)
2 FS, 1 NS
Engineering Section
(13 posts)
1 P-5, 1 P-4, 1 P-3, 4 FS, 2 NPO, 4 NS
Transport Section
(12 posts)
1 P-4, 3 FS, 8 NS
Movement Control Section
(12 posts)
1 P-4, 3 FS, 1 NPO, 7 NS
Medical Services
(7 posts)
1 P-5, 1 P-3, 1 FS, 2 NPO, 2 NS
Communication Information Technology Services
(14 posts)
1 P-5, 1 P-4, 1 P-3, 6 FS, 5 NS
Aviation Section
(11 posts)
2 P-3, 4 FS, 1 NPO, 4 NS
Geographic Information Section
(7 posts)
1 P-4, 1 P-3, 2 FS, 2 NPO, 1 NS
Safety and Security Section
(12 posts)
1 P-3, 1 P-3,[c] 3 FS, 3 FS,[c] 4 NS
Budget and Trust Fund Section
(9 posts)
1 P-5, 1 P-4, 1 P-3, 2 FS, 1 NPO, 3 NS
Information Support Management Section
(6 posts)
1 P-5,[a] 1 P-4,[c] 1 P-3,[c] 2 FS,[a] 1 NS[a]
Internal Review Board
(2 posts)
2 NS[a]
Contracts Management Section
(10 posts)
1 P-5,[a] 1 P-4,[a] 2 P-3,[a] 1 FS,[a] 4 NPO,[a] 1 NS[a]
Property Management Section
(8 posts)
1 P-4,[a] 3 FS,[a] 4 NS[a]
[a] Redeployed.
[b] General temporary assistance.
[c] Reassigned.
[d] Establishment.
[e] Transferred to Regional Service Centre.
[f] Establishment (for functions transferred from UNPOS).

D. UNSOA — Mombasa (61 posts)



[a] Redeployed.
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